Industrial Security

Asis Archive

APRIL, 1961

Vol. 5, No. 2

JOHN F. KENNEDY
President
United States
of America

OFFICIAL PUBLICATION
OF THE
American Society
for
Industrial Security

RCA RADIO...FIRST CHOICE OF THE LEADERS

NOW...A 2-Way "Belt" Radio ...to cope with today's special policing problems!

In parks, at beaches, in alleys, or on traffic duty, where emergencies occur and help must be summoned at once, new RCA Personalfone springs to action! Worn on officer's belt, this miniature transistorized battery radio provides instant 2-way communications for foot patrolmen, traffic officers, guards, detectives . . . assures the same communications mobility and control that RCA Carfone Radio gives to patrol cars.

Personalfone's small, lightweight transmitter and receiver are contained in two leather pouches. Comes equipped with antenna, battery, microphone, speaker or earphone. Combines with RCA Carfone Radio for vehicles, assuring the quality communications of the leader in radio and electronics. Expert service by RCA's own radio technicians.

RCA Personalfone

2-WAY "BELT" RADIO

Find out about this modern communications equipment today! Free literature on request.

RCA Trmk(s) ®

RADIO CORPORATION of AMERICA

COMMUNICATIONS PRODUCTS
CAMDEN, N.J.

Radio Corporation of America
Communications Products
Dept. T-305, Building 15-1, Camden, N. J.

In Canada: RCA VICTOR Company Limited, Montreal

☐ Please send me illustrated brochure about RCA Personalfone "Belt" Radio for 2-Way Communications between foot patrolmen.

NAME _____ TITLE _____
(PLEASE PRINT)

POLICE UNIT _____

ADDRESS _____ COUNTY _____

CITY _____ ZONE _____ STATE _____

Industrial Security

Vol. 5, No. 2 APRIL 1961

IN THIS ISSUE

REPORT ON ASIS' PUBLIC RELATIONS PROGRAM—
John L. Buckley 4

PROFESSIONALISM IN INDUSTRIAL SECURITY—
Timothy J. Walsh 6

COMPETITIVE INTELLIGENCE—A Report 8

90 MILES TO MOSCOW—Harold Ranstad 10

THE RED CLIMAX 12

INVESTIGATING AUTO ACCIDENTS—Hal Phillips 14

INDUSTRIAL CIVIL DEFENCE SERVICE IN GREAT BRITAIN—
Robin North 16

FIVE E's FOR INDUSTRIAL SECURITY—Leo A. Brookshire 17

THE SECURITY EXECUTIVE MUST BE A BUSINESSMAN TOO!—
John Joseph Norton 18

Statements of fact and opinion are made on the responsibility of the authors alone and do not imply an opinion on the part of the Editor, the Officers, or the membership of ASIS.

"Industrial Security" is published quarterly by the American Society for Industrial Security, 431 Investment Building, Washington 5, D. C. Printed in U. S. A. Second-class postage paid at Washington, D. C. Subscription price $4.00 per year domestic and foreign
Copyright 1961 by the American Society for Industrial Security.

INDEX TO ADVERTISERS

American District Telegraph Co. 47
The Autocall Company 21
Wm. J. Burns Int'l Detective Agency 5
Card Key Systems, Inc. 45
E. I. du Pont de Nemours & Co. 23
General Plant Protection Corp. 28
Globe Security Systems, Inc. 48
Walter Kidde & Company, Inc. 11
Law and Order 7
Minneapolis-Honeywell 15
North American Aviation 9
Pinkerton's National Detective Agency 19
Perey Turnstile Co. 27
Philco Government & Industrial Group 29
Plasticmaster Corp. 25
Radio Corporation of America 2
Reed Manufacturing Co. 33
Retail Credit Company 13
Sargent & Greenleaf, Inc. 30
The Silent Glow Corp. 46
United Technology Corp. 35
Virginia Laminating Co. 31

OFFICERS

President
JOHN L. BUCKLEY
First Vice President
ERNEST E. FELAGO
Second Vice President
JOHN J. AHERN
Secretary
GEORGE D. HIGGINS, JR.
Treasurer
JOSEPH F. DOHERTY

DIRECTORS

1960-1961 Term
ERIC L. BARR, JR. (Chairman)
Electric Boat Division
General Dynamics Corp.
Groton, Conn.
JOHN L. BUCKLEY
United Technology Corp.
Sunnyvale, Calif.
ALBERT T. DEERE
The Dow Chemical Company
Freeport, Texas
ERNEST E. FELAGO
General Precision Equipment Corp.
Tarrytown, N. Y.
RICHARD J. HEALY
Aerospace Corp., El Segundo, Calif.
HAROLD D. KNAPP
Radio Corporation of America
Camden 2, New Jersey
RICHARD E. SMITH
Chance Vought Aircraft, Inc.
Dallas, Texas

1960-1962 Term
LAWRENCE P. BUCHMAN
The Martin Company, Baltimore, Md.
JOSEPH F. DOHERTY
Bell Telephone Labs., Inc.
New York, N. Y.
GEORGE D. HIGGINS, JR.
CONVAIR, A Div. of General
Dynamics Corp., San Diego, Calif.
LEE F. MALONE
Burroughs Corporation, Detroit, Mich.
GEORGE H. SIMPSON
International Business Machines Corp.
New York, N. Y.
WILLIAM M. TODD
Lockheed Aircraft Corp.
Burbank, Calif.
KENNETH E. YANDELL
Esso Standard Oil Company
New York, N. Y.

1960-1963 Term
JOHN J. AHERN
General Motors Corporation
Detroit, Mich.
JOHN M. FISHER
Sears, Roebuck & Co., Chicago, Ill.
PAUL HANSEN
Reynolds Metals Co., Richmond, Va.
A. ROSS MILLER
North American Aviation, Inc.
El Segundo, Calif.
THOMAS J. O'NEILL
Stanford Research Institute
Menlo Park, Calif.
TIMOTHY J. WALSH
Sperry Gyroscope Co., Div. Sperry
Rand Corp., Great Neck, L. I., N. Y.
RUSSELL E. WHITE
General Electric Company
Schenectady, N. Y.

REGIONAL VICE-PRESIDENTS

North East
VICTOR SCODIUS
Burroughs Corp., Paoli, Pa.
Central East
O. P. NORTON, JR.
The Johns Hopkins Univ. Applied
Physics Lab., Silver Spring, Md.
South East
LEO A. BROOKSHIRE
Thiokol Chemical Corp.
Huntsville, Ala.
Great Lakes
EDWARD R. KIRBY
Edward Hines Lumber Company
Chicago 4, Ill.
North Central
J. R. GINNATY
Minneapolis-Honeywell Reg. Co.
Hopkins, Minn.
South Central
I. B. HALE
CONVAIR, Fort Worth, Texas
Western
L. M. TAYLOR
The Ralph M. Parsons Co.
Los Angeles 17, Calif.

NATIONAL HEADQUARTERS AND EDITORIAL OFFICE
431 Investment Building
Washington 5, D. C.
W. L. FAGG
Editor

Report on ASIS Public Relations...

By
JOHN L. BUCKLEY
President
American Society for Industrial Security

It is a pleasure to report to members of the American Society for Industrial Security that our Public Relations Committee has sparked an interest in industrial security by its recent campaign in the nation's trade and business press.

You, as a member, will undoubtedly be curious to know how the Society's Public Relations Committee is doing, so this is a brief progress report. So far, the major effort has been divided into two parts: (1) sending publicity to magazines and newspapers of wide circulation in the business field and (2) working to improve the content and scope of ASIS' magazine, INDUSTRIAL SECURITY. We are sure that you will find stimulating articles concerning problems of the profession in future issues of INDUSTRIAL SECURITY magazine.

INFORMING THE PUBLIC

We are particularly pleased with the general editorial response to a recent press release aimed at informing the nation's business press of the importance of good industrial security. It is the hope of your Officers and Board of Directors that by a series of provocative stories the "Security Story" can be put before thousands of American business executives who might not otherwise learn about Industrial Security.

All of us have the job of "selling" the value of our services within our companies and throughout industry on a daily basis. We know that the security officer or administrator is a professional man in the truest meaning of the word—now our job is, by means of stories and articles appearing in trade and business publications, to further educate top management in industry towards this concept. A worthwhile beginning has been made, we believe, by the first of our news releases.

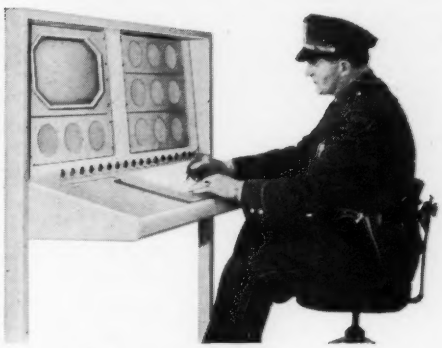
The National Public Relations Committee under Chairman Eugene B. Kelly, in cooperation with our Public Relations Counsel, has outlined a vigorous program designed to focus public attention on the aims of the Society and the important role of the

(*Continued on page* 43)

Vehicle Checks

Crime Deterrence

Fire Prevention



Electronic Surveillance

The Burns Guard sees with electronic eyes, too ...yet he costs you 20% less!

Plant protection, like any other vital phase of your business, needs constant re-evaluation to be kept at top efficiency. If your security system hasn't been reviewed lately, it would be a good idea to talk to a Burns Industrial Plant Protection Specialist today.

Burns will analyze your plant's operation, recommending a security system that meets your needs exactly. Burns also investigates periodically in case the needs change.

Burns will provide guards trained in the science of security, and, where feasible, will include electronic protection in the form of TV surveillance and radar detection.

With or without electronic protection, Burns lowers security costs because guard necessities, such as uniforms, sidearms, and such fringe costs as social security, recruiting, training, overtime are included in a complete package.

Every Burns Guard knows: first aid, fire prevention, intruder apprehension, daily log maintenance, time clock supervision, parking lot direction, reception procedures and patrol methods. And each Burns force is under round-the-clock supervision.

No matter what your business, Burns will mind it for you, saving you money initially and protecting your investment continually. Incidentally, a lot of our clients are handling classified U. S. Government contracts.

LET US SHOW YOU HOW Burns Guards can provide modern protection at a 20% or more saving. Just phone, write or wire the Burns office nearest you, and a Burns Security Specialist will give you complete details, at no obligation. Or write for our informative brochure, "It takes more than fences."

Burns is the world's largest SECURITY BURNS SERVICES *industrial security organization*

THE WILLIAM J. BURNS INTERNATIONAL DETECTIVE AGENCY, INC. • EXECUTIVE OFFICES: 101 PARK AVENUE, NEW YORK 17, NEW YORK

PROFESSIONALISM IN INDUSTRIAL SECURITY

By

TIMOTHY J. WALSH
SECURITY MANAGER

Sperry Gyroscope Company
Division of Sperry Rand Corp.
Member Board of Directors, ASIS

The emergence of industrial security as a distinct area of specialization began during World War II. Prior to 1942 "industrial security," except to a relatively few firms, was not even used as a descriptive term for the functions it embraces today. "Plant protection," or the "watchmen force," was generally the extent of most programs, and even these were frequently collateral to a company official with other and often unrelated principal duties.

During the war, the obvious importance of security assured it appropriate attention from management and military alike. At times, so much attention that a military officer of impressive grade would be resident in the plant and be in direct charge of plant security operations. With the haste that unfortunately characterized most of the U. S. demobilization effort in the period 1945-1947, available funds for defense plants were reduced to the vanishing point. Understandably, hard-pressed managements looked for expenditures that could be discontinued immediately. Many seized on security and either totally eliminated it or so cut its staff and resources as to render it largely ineffectual.

With Korea there came a rekindled interest; a rapid build-up of security forces—first in direct, war supporting industries such as airframe, ordnance and marine manufacturers. Later, in indirect support industries. This time, however, the end of fighting did not signal wholesale abandonment of the defense base in industry. While most direct war equipment contracts were cancelled, a large number of development projects and long range items remained contracted. More items of equipment were added to the contract pipeline during the years 1953-1955. Communist intransigence and the worsening climate of international relations have provided further impetus to the defense program in the years since. Stretchouts and reappraisals have, of course, had an effect on the volume of defense contracting in a given area at any one time. But, on balance, U. S. industry is in great measure defense-oriented. This has had a very profound effect on industrial security.

Defense Requirements and Security

While it is usually true that a comprehensive security and protection program requires more in its execution than compliance with military requirements alone, it is also true—if not immediately apparent—that without the Industrial Security Program of the Department of Defense, there would be fewer firms compelled to understand and enforce protection requirements and hence there would be fewer of us specialists, less professional expertise, and far more rudimentary technical progress in our field. In short, the requirements of war and defense preparedness have caused the growth and burgeoning of what was once a part-time sideline into a vibrant and valuable specialty of professional dimensions! In fact, industrial security has so matured in the past twenty years as now to require that its practitioners be professional—professional in attitude, professional in competence and professional in performance.

Lest we be misunderstood by some to claim the particular distinction of the classical professions—law, medicine and the religious ministry—which, of course, we do not—or by others to mean merely that we earn a livelihood in security, it is necessary that we postulate clearly those essential characteristics which distinguish the industrial security administrator as a true professional.

A True Profession

First, consider what are the common requirements of any profession-properly-so-called. Then identify those requirements in the profession of Industrial Security. There is substantial agreement that the prime qualities of the professional are three: (1) mastery of a learned art; (2) dedication to the public welfare; and (3) organization, with effective common criteria regulating qualifications, conduct and proficiency.

(*Continued on page* 28)

How to guard your plant against *sabotage*

THE MUSCLE of our nation lies largely in industrial plants such as yours — and nobody knows this better than the Communists. Since our defense projects are heavily guarded, he can hit at our country most easily through you: a well-planned strike, or sudden fire, or a series of "accidents" to costly machinery is all it takes.

Can you ever guard your plant adequately against such subversion and sabotage? Yes, if you find out how Communists operate at home and abroad, and prepare yourself accordingly.

Read "The Naked Communist". Place it in your library. Get your colleagues to buy it and read it. It's a complete expose of Communist operations, by W. Cleon Skousen, former FBI investigator and police chief.

We'll send you "The Naked Communist" for $4.95, postage prepaid. That's a small price to pay for industrial security. Fill in and return the coupon today!

LAW AND ORDER **Book Dept.**

72 West 45th St., New York 36. MU 2-6606

LAW & ORDER Book Dept.
72 West 45th St.
New York 36.

Please send me, postage prepaid, a copy of "The Naked Communist".

☐ I'm enclosing $4.95. ☐ Bill me later.

Name .....

Address .....

.....

YOUR COMPANY'S

Security Officer

Should Be in Detroit

FOR THE 7TH NATIONAL SEMINAR

OF THE

AMERICAN SOCIETY

FOR INDUSTRIAL SECURITY

OCTOBER 3, 4 & 5, 1961

SHERATON CADILLAC HOTEL

DETROIT, MICHIGAN

THEME

"The Role of Security in the Space Age"

IMPORTANT SECURITY SUBJECTS
WILL BE PRESENTED AND DISCUSSED
BY LEADING SECURITY AUTHORITIES
DURING WORKSHOP SESSIONS

FOR FURTHER INFORMATION, CONTACT

MR. WILLIAM A. CHILMAN
P. O. BOX 757
DETROIT, MICHIGAN

COMPETITIVE INTELLIGENCE

ABOUT THIS REPORT

A remarkable research report was recently prepared by a number of students at the Harvard School of Business Administration. Several hundred top executives in the business world were queried by a group of students on the subject of competitive intelligence.

By special permission of C-I Associates, the American Society for Industrial Security presents a brief condensation covering portions of this study.

Undoubtedly, some readers will desire to obtain copies of the complete report, which are available at $10.00 each from C-I Associates, Box 1224, Chicago 90, Illinois.

Authors of the report are:

Burton H. Alden **Thomas W. Courtney** **Albert A. Ewald** **James B. Moffatt**
Byron C. Campbell **Anilkumar M. Chandaria** **John A. Griner**

More than two hundred business executives were questioned as to how they gathered business information. Their responses have been most enlightening on a vital topic brought about by the fiercely competitive nature of today's business.

We have divided the information received into two categories. First is "Normal Methods of Information Collection," which include such methods as personal contact, the scrutiny of published sources of information and its assembly, processing, and use.

"Controversial Methods of Information Collection" is the second category. It includes the subjects of employee hiring, patent infringements, and business espionage.

This article is necessarily much condensed, but it will serve to cover highlights of the study.

Information Gathering By Personal Contact

The survey indicated that the greatest amount of information about competitors was collected through the personal contacts of company personnel with other industry representatives.

Five key sources of information were revealed to be mainly relied upon in this area:

1. *Salesmen* are the major source of information about competitors. In some organizations, the gathering of competitive information is a normal part of the salesman's job; in others, information-gathering is the "salesman's" *only* job.

2. *Pricing information* was reported to be the most significant data collected by salesmen. Other common types of information about competitors were on new or existing products, plant capacity, test markets, and competitors' total strength or position.

3. *Counterparts* are the second most widely used source of competitive information. They exchange information through direct contacts and at conventions and scientific meetings.

4. *Suppliers* represent the third most important source of information about competitors. The supplier's desire to better his position with his customer often makes him a purveyor of competitive data.

5. *Consultants,* advertising agencies, and market research services are some of the more important "outside" specialists who sometimes pass on important knowledge about competitors.

Published Sources

American business legitimately relies upon published sources as one means of finding out what their competitors are up to.

Trade publications are considered by most companies as their major source of published information about competition. Some companies participate in as many as forty trade associations. One pharmaceutical firm gathers information from over 400 different journals each month.

New product information was reported to be the most valuable information obtained from trade publications. News of personnel moves or transfers was second most valuable. Competitors' advertising in trade magazines is usually quite informative. Other commonly mentioned types of information learned from trade publications were plant expansion, pricing, salaries, research and development progress, production capacity, new terms of sale, style and design changes, profits and other financial data, packaging, and application of equipment.

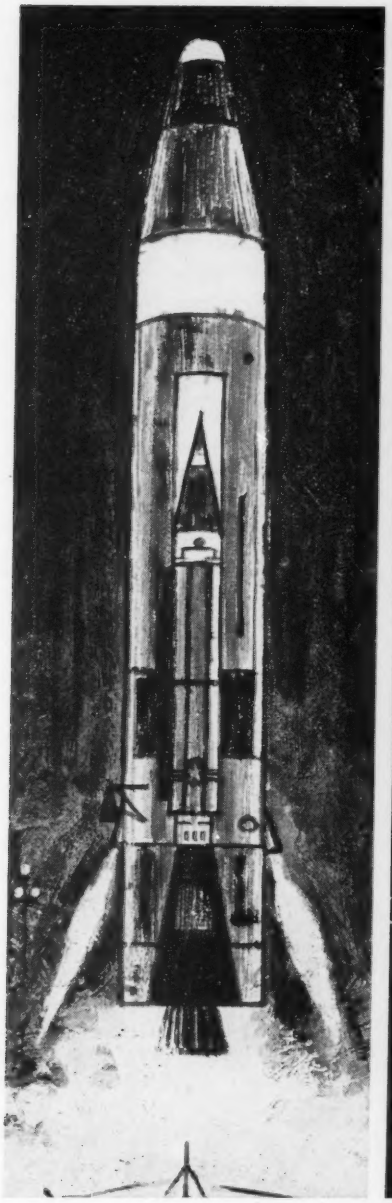
In addition to trade magazines, there are numerous other published sources which are followed for the light they can shed on competitors' activities. These include:

1. Annual reports were listed as the next most valuable source of published information, but mainly for long trends.

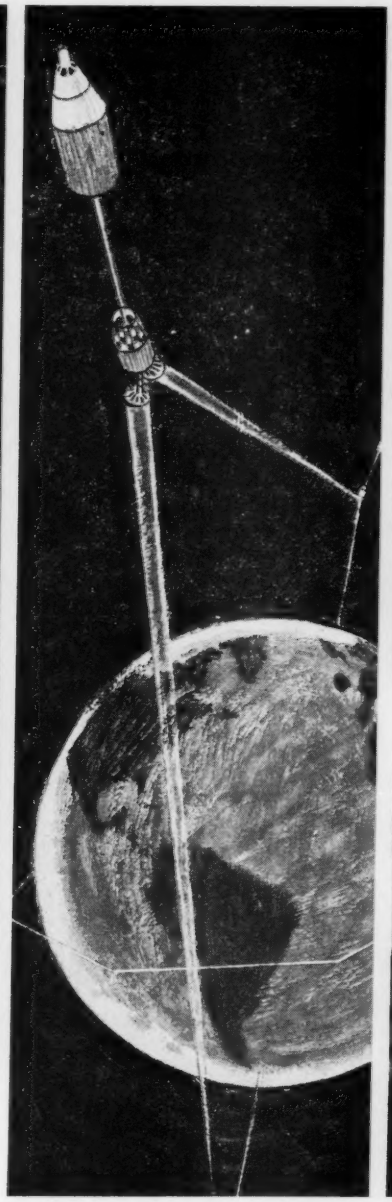
2. Government publications were reported to be the third most productive source of published intelligence, but were considered "generally far behind"

(*Continued on page* 24)

NAA is at work in the fields of the future



ROCKET ENGINES. With the outstanding rocket engine capability in the Free World, NAA has produced the engines that successfully launched 300 missiles, satellites, and space probes.



COMPACT REACTORS. NAA designed the first compact nuclear reactor for producing electricity in space vehicles. It will produce several thousand watts of electricity, help man survive in space.

MACH 3 AIRCRAFT. NAA is building the first 2000-mph manned aircraft, the Air Force's B-70 Valkyrie. As the Free World's most advanced bomber, it will pave the way for the supersonic transport.

NORTH AMERICAN AVIATION

DIVISIONS: ATOMICS INTERNATIONAL, AUTONETICS, COLUMBUS, LOS ANGELES, ROCKETDYNE, SPACE & INFORMATION SYSTEMS

90 MILES TO MOSCOW

By HAROLD RANSTAD
Chairman, Subversive Activities Committee
American Society for Industrial Security

"Tough Guy Takes Charge." Thus did the Internal Security Subcommittee of the United States Senate describe the "election" of Gus Hall as General Secretary of the Communist Party, USA, at the 17th National Convention of the Party in New York in December, 1959.

The Kremlin's selection of Hall to head up its Party branch in the United States at this particular time is only one of many signs of the times pointing to rough days ahead.

Gus Hall was born Arvo Kusta Halberg to parents who were charter members of the Party in the United States. He became a member himself when he was only 16 or 17 years old. In 1934, he took part in riots in Minneapolis during which he instructed a mob in the technique of resisting and withstanding tear gas, a useful skill picked up at the Lenin School of Political Warfare in Moscow, of which he is a graduate. Under the name of "Malone," he received instruction at the Lenin School in such subjects as military strategy and tactics, the erection of barricades, the use of "Molotov cocktails" and other explosives, sabotage, guerrilla warfare, and other arts and sciences essential to an understanding of Marx's theory of the "natural" decay and demise of capitalism.

Since retiring from the Federal Bureau of Investigation in 1955, after more than 21 years' service as a Special Agent, Mr. Ranstad has served as Attorney with the Commission on Government Security, Assistant Counsel with the Select Senate Committee on Improper Activities in the Labor or Management Field, and Attorney with the House Sub-committee on Legislative Oversight. He is Chairman of the ASIS Subversive Activities Committee and a Consultant to the George Washington University Civil Defense Research Project. A graduate of the University of Minnesota, he has been a member of the bar since 1927. His interest in subversive activities and internal security dates back to 1937 and, from 1940 to 1947, his FBI duties were concerned with the supervision, at National Headquarters, of security-type investigations.

Hall has held almost innumerable positions of leadership in the Party and was one of the eleven Party leaders convicted in New York in 1949 for conspiring to advocate the violent overthrow of the Government. Sentenced to five years in prison, he fled to Mexico and remained a fugitive from justice until October, 1951, when he was arrested and returned to the United States. Upon his release from Leavenworth Penitentiary on March 30, 1957, he resumed the position in Party leadership which culminated in his election as its General Secretary.

Communist Acquisitions

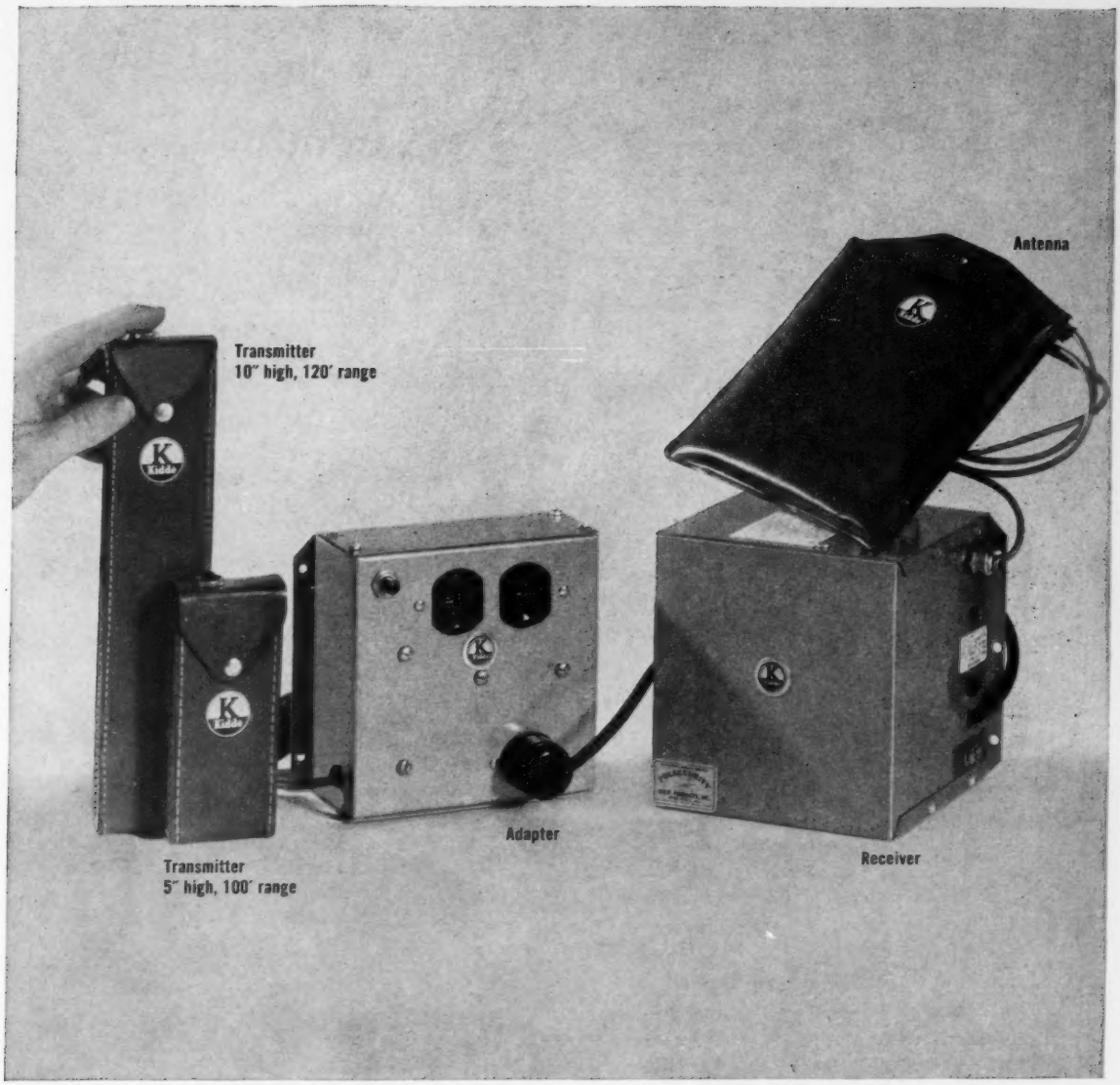
The Kremlin had already established an advance base in the Western Hemisphere at the time of Hall's elevation to the position of General Secretary. As a former Austrian Minister of the Interior has observed, the Red system of acquiring more and more territory is like slicing salami. "They slice off a little bit of the salami, but never enough to fight over. Finally, you are left with just the string of the salami, and that's not enough to fight over, either."

Lest we be left holding "just the string," it is time we seriously take stock of the new situation in the Western Hemisphere created by the Red beachhead in Cuba, which puts Moscow only ninety miles from our own coast.

In his keynote speech at the 17th convention, Gus Hall boasted that, "The revolutionary development in Cuba, and the courageous resistance of the Cuban people to American imperialist intervention, is an inspiration to the people's forces throughout this hemisphere."

Translated into English, this means that the success of Castro's communist revolution is an inspiration and a goad to every Communist and communist dupe in the Western Hemisphere to redouble his efforts to extend the Red Empire throughout this half of the world. The hopes and activities of a quarter of a million Communists in Latin American have been tremendously stimulated by Castro's success and his calls to battle against "American imperialism."

(*Continued on page* 31)



Approved by the Burglary Protection Department of Underwriters' Laboratories

New portable alarm in a pocket-sized package!

Sounds alarms · Turns on lights
Closes doors · Reports hold-ups
Brand-new and available from Kidde, Port-O-Larm uses a miniature, pocket-size radio transmitter to signal a fixed receiving unit whenever trouble strikes.

Ideal for use by bank tellers, sales personnel, plant guards or watchmen, the Kidde Port-O-Larm sends a pulsating radio signal to the receiver when the transmitter button is pressed. This causes an alarm to sound either locally, remotely, or at a central alarm station. The device can also turn lights on or off and control other electrical equipment.

Two transistorized transmitters are available. One resembles a slide rule case, is about 10″ long, weighs 15 oz. and has a 120′ range. The other looks like a small portable radio, is 5″ long, weighs 10 oz. and has a 100′ range. For more information on the new Kidde Port-O-Larm, write today.

Kidde

Kidde Ultrasonic & Detection Alarms Division, Walter Kidde & Company, Inc.
415 Brighton Road, Clifton, N. J. • GRegory 2-5000

THE RED CLIMAX

This document comprises, exclusively, direct quotations from the Communist Party Manuals of Operation and Manuals of Indoctrination.

"J. Peters," author of the Communist Manual on Organization, is frequently cited in this assembly of Communist quotations. Peters lived in the United States from February 10, 1924, to May 6, 1945, when he was deported back to his native Hungary. During his American sojourn, Peters, whose real name is Alexander Goldberger, served as the Chief of the Communist Underground, U. S. A., as member of the ECCI, Executive Committee of the Communist International, and as a Special Agent to America representing the Kremlin.

As organization specialist for the American Communist Party, Peters composed and imposed the Communist Manual on Organization in 1935. On September 3, 1954, the House Committee on Un-American Activities cited this work as:

> **"still the Communist bible for the American Communist Party, written by a man who systematically directed the stealing of American secrets."**

It is manifestly impossible to offer all the quotations from these Communist sources to support further the points selected. For each citation offered here, there are scores of others to complement them, if necessary.

COMMUNIST PARTY MANUAL OF OPERATION
COMMUNIST PARTY MANUAL OF INDOCTRINATION

COMMUNIST PHILOSOPHY — Is based primarily on the "Big Four": Marx, Engels, Lenin and Stalin.

"From each according to his ability; to each according to his needs."

(State and Revolution, V. I. Lenin, p. 79)

"The state will then be able to wither away completely when this is realized by society."

(ibid, p. 79)

"From capitalism to Communism, through the intermediary stage of Socialism; that is the way American society, like society in general, is headed."

(Toward Soviet America: Wm. Z. Foster, p. 269)

"Every Communist must know that the Party has a historical mission to fulfill, that of the revolutionary overthrow of capitalism, and for the establishment of the new world, A Soviet America."

(Communist Manual on Organization, J. Peters, p. 124)

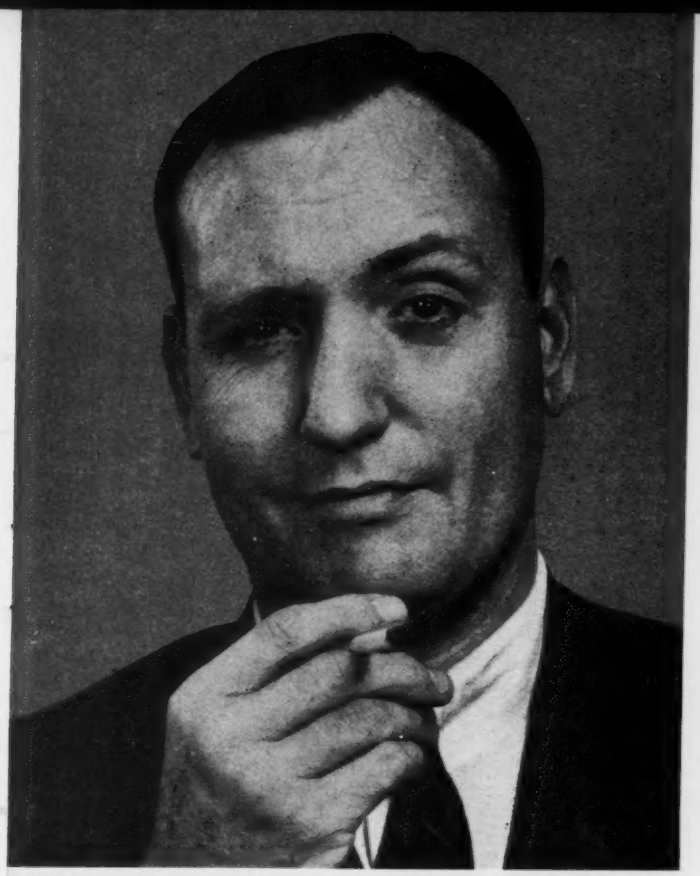
"In this era of growing science and industrialization, and of developing dialectical materialism, religious mysteries and metaphysics are quite out of place. We are well into the period of all-embracing realism in which religion plays no living role. It will not be very long before man, completely emancipated mentally from superstition in all its forms, will marvel as to how and why humanity was able to accept and to tolerate intellectually for all these ages, the rational impossibilities of religion."

(The Twilight of World Capitalism: Wm. Z. Foster, p. 99)

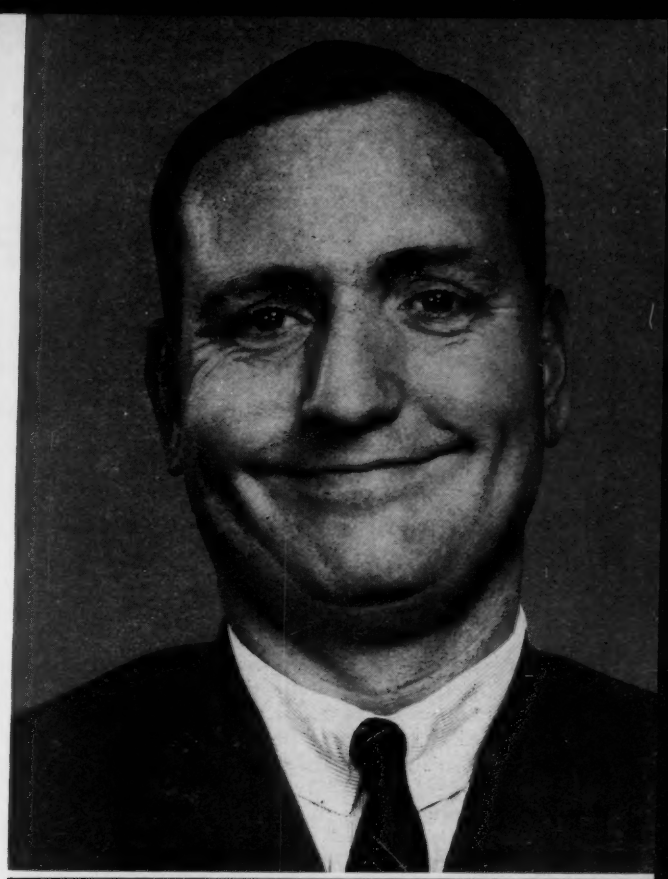
"The Bolshevik Revolution removed one sixth of the world from the sphere of capitalist exploitation. This crisis of capitalism has deepened following the World War II, as China and the countries of eastern and central Europe took the path toward Socialism, enlarging the sector wrested from capitalism to one-third of the globe . . . the capitalist world is shrinking."

(Political Affairs, p. 28, June, 1955)
Monthly Communist Magazine, formerly titled: The Communist.

(*Continued on page* 35)



"Secret Spy" or



"Regular Guy"?

The "regular guy" could be as much a security risk as the more obvious "spy type", without even realizing it!

If he's financially irresponsible . . . lacks healthy mental and moral attitudes . . . if there is anything in his history that could affect his job performance, *he is as much a security risk as the avowed spy.*

That's why it's sound policy for defense-connected industry to have *full facts* on applicants being considered for employment.

For more details about this valuable service, contact your local Retail Credit representative . . there's one in your city . . or write for free folder:

RETAIL CREDIT COMPANY
SECURITY-PERSONNEL SELECTION REPORTS

furnish background information on:

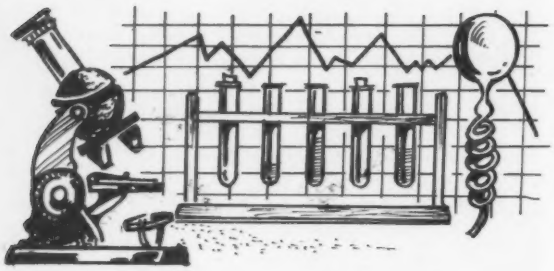
- *Past Employment* • *Traits*
- *Reputation* • *Education*
- *Health-Habits*
- *Citizenship-Loyalty*

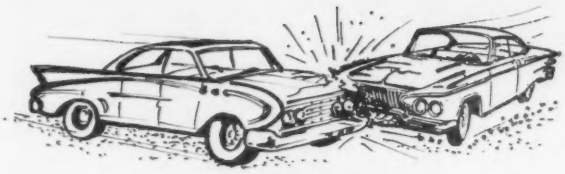
RETAIL CREDIT COMPANY

Home Office: P. O. Box 4081 • Atlanta 2, Georgia

BRANCH OFFICES THROUGHOUT NORTH AMERICA

INVESTIGATING AUTO ACCIDENTS





By HAL PHILLIPS

A columnist for the Herald-American newspapers in Southern California, and educated at the University of California at Los Angeles, Mr. Phillips is the author of many scientific articles and is a specialist in the field of air pollution. In the early 1950's he was instrumental in getting the city of Los Angeles to make full scale investigations of anti-smog devices in several cities on the Eastern Seaboard. Phillips is the past president of Air Pollution Control, Inc., and served as a consultant to the City of Los Angeles for air pollution. He is also president of Hal Phillips and Associates, a Los Angeles public relations Agency.

More and more insurance companies have become acquainted with the use of professional scientists in exposing unjust auto accident claims.

Stephen E. Blewett, traffic accident analyst, explains the aid of science this way: What fingerprints are to the detective, the marks made by a highway accident are to the scientific analyst. Almost every accident leaves the whole story in highway gouges, skidmarks, brush marks, debris, and character of damage to vehicles. Just as surely as fingerprints may point to the criminal, the highway marks may point to the guilty driver. Speed, point of impact, orientation of vehicles at impact, and mechanical failures may all be deduced by the trained scientist.

In auto accidents, especially, insurance companies can save much time, trouble, and money by preserving physical evidence for scientific analysis.

From the closed files of Blewett comes the following case, which he believes would have been lost by the defendant if the plaintiff's wrecked vehicle had not been saved.

Case History Cited

A northern farmer claimed that his truck had been sideswiped by a vacationer's Cadillac. The farmer said that the tourist, who pulled out to pass him at a high rate of speed, hit him instead and caused him to lose control of his pickup.

After the first investigation the case did not look at all promising for the defense. The farmer's story seemed perfectly sound.

The farmer kept his truck, which, like the Cadillac, had indeed sideswiped something. Upon investigation, Blewett discovered evidence that made him look deeper into the accident. Two indentations, corresponding exactly to the torpedoes characteristic of certain Cadillac bumpers, were discovered on the side of the truck.

Blewett testified in court to the presence of tire marks on the highway, showing that the driver of the Cadillac was trying to stop at the time of impact. In addition, the indentations in the side of the pickup made it clearly evident that the truck was driving across the highway when the accident occurred. More evidence showed that the motor of the truck had been knocked sideways, something that could only be accomplished by a severe blow from the side.

As a result of the scientific gathering of evidence, it was concluded that the Cadillac struck the side of the truck broadside. The two vehicles, however, did sideswipe at the initial impact, leaving the damage that supported the plaintiff's explanation of the collision. Blewett determined that the farmer had been negotiating a U-turn when the truck was hit by the Cadillac.

Photographs, taken by a professional, introduced Blewett to the case. They did not show the displacement of the motor, though. Generally speaking, the scientist says, photographs are no substitute for the vehicles themselves.

Scientific Evidence Gathered

Another contributing factor to the success or failure of the job of such a "scientific sleuth" is time. If he is not called in until months or even years after the accident, the vehicles involved may have been sold or repaired, and revealing marks on the road may have been obliterated.

Quick thinking on the part of an attorney in another case led Blewett to a demolished 1958 Chevrolet in an automobile impound just a few days after the accident.

The driver of the car claimed he had swerved into oncoming traffic when he tried to avoid a vehicle in front of him after an apparent brake failure. The result was a head-on collision involving serious injury and permanent disability.

The attorney for the garage that had last worked on the vehicle called Blewett and requested that he check the brake line and power units in the Chevrolet.

There were no signs of leaking fluid in the standard hydraulic braking system, even after the heavy damage to the vehicle. Although Blewett discovered that the

(*Continued on page 34*)

Now you can cut plant security costs to the bone without risk!

You get full protection at lower cost when you match the Honeywell electronic security equipment below to your special needs.

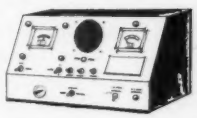
Now there's no reason to pay for more plant security than you actually need. With a wide selection of Honeywell electronic equipment to choose from, you can pick the devices that match your exact security requirements. Thus, you pay only for the exact amount of protection you require.

Besides this cost savings, electronic control is your assurance of *full* protection. This is because electronic control *automatically* detects intrusion or fire; minimizes the possibility of human error. Electronic control also means that guards can be freed for more productive work and losses from fire, theft or vandalism can be reduced or virtually eliminated.

Choose the Honeywell equipment below that matches *your* plant requirements and see how electronic security control can give your plant greater security at lower cost! For further information, call your nearest Honeywell office. Or, write Honeywell, Dept. IS-4-107, Minneapolis 8, Minnesota.

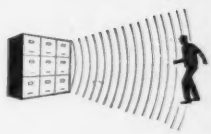
Central Control Panel

This is the heart or communication center of your security system. Honeywell makes 10 standard panels in addition to custom-building panels for special security requirements. These panels are designed to work with Honeywell components but may also be used to centralize other existing security systems.



W614 Secret Sentry*

The Secret Sentry is an intrusion detection and alarm system that operates on the principle of capacitance balance. This insures maximum security for difficult-to-guard areas as well as files, vaults or classified objects.

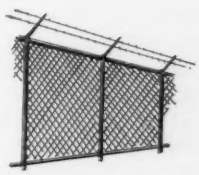


Audio Detection

An Audio Detection unit can be used to detect any audible disturbance above a pre-set level. The disturbance is picked up, amplified and used to actuate an audio intrusion signal. Two-way communication is an integral part of system.

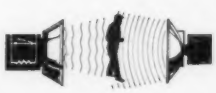
W615 Taut-Wire Detector

The W615 is a pressure-sensitive wire for use outdoors or indoors. Upon contact, an alarm sounds locally or at a remote control panel. The Taut-Wire Detector can be mounted inconspicuously on any chain-link, wire or other type fence.



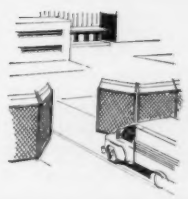
W271A Sono-Sentry* Motion Detector

Detector sounds alarm when unauthorized persons move into restricted areas. For use with local alarm or remote control panel. Key switch permits authorized persons to enter under controlled conditions.



Door and Gate Control

The Honeywell Door and Gate Control makes possible supervision of doors and gates up to four miles away from a remote control panel. Two-way communications between guarded entrance is another Honeywell feature.



** Trademark*

Honeywell

H HONEYWELL First in Control SINCE 1885

Sales and Service offices in all principal cities of the world.

Minneapolis-Honeywell
Dept. IS-4-107
Minneapolis 8, Minnesota

Gentlemen:
Please rush me information on the following equipment that I have checked:

- ☐ Central Control Panels
- ☐ W614
- ☐ Aud. Det.
- ☐ W615
- ☐ W271A
- ☐ Door & Gate Control

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____

INDUSTRIAL CIVIL DEFENCE SERVICE IN GREAT BRITAIN

By ROBIN NORTH, Assistant Secretary
Home Office, Civil Defence
Department, London, England

We live in an island about the size of Oregon, which is unable to supply from its own resources the food and raw materials necessary to support fifty million people. We are therefore a highly industrialized country, depending on our industry and commerce to earn abroad the money to pay for the imported food and materials that we need.

If, unhappily, we were engaged in a nuclear war, our survival as a nation would depend on our abilty firstly, to restore those services essential to existence, and secondly, to restore the industrial capacity on which our way of life depends. Damage to property, including industrial plant, would be severe, but it could be replaced. The most important factor would be the preservation of the lives of those engaged in industry, on whose technical knowledge and skill we depend so much, and without which our prospects of survival as a nation would be bleak indeed. To give them the greatest protection in our power and to preserve the lives of those who survive the initial destruction must be one of the objects of our civil defence plans.

How to Protect?

How can this protection best be given? We have large, densely populated industrial areas, and it can be assumed that part of an attack would be launched against them and might occur when the majority of people were at work. Even if an industrial plant were undamaged, or only partly damaged, its workers might still be in danger from fire and fallout; they might be trapped in debris; they might be injured. We have the public civil defence services, but could they tackle all the tasks that would arise, particularly in areas of high concentration of industrial plants? Even if they could, they would not be on the spot as quickly as forces raised by industry itself, and if fallout were on the way, time would be precious.

Nor would a force brought in from outside, unfamiliar with the often complex lay-out of an industrial plant, not knowing the hazards presented by it, be as well able to deal with the situation as those whose working life is spent on the site. *Clearly industry must help itself in this matter.* Our Government has therefore urged employers of 200 people or more, whether private industry, central or local government departments, nationalised industries or public utilities, to take civil defence measures for the protection of their workpeople. These measures include the appointment of a responsible executive official of the firm to be responsible to the management for their civil defence arrangements; the formation of a body of trained personnel to deal with the tasks that would confront them in the event of war; the provision of necessary equipment, for example, for fire-fighting, for rescue, for detection of radioactivity; the survey of their premises in order to discover where the highest protection against fallout may be obtained and the making of plans for increasing this protection in an emergency.

200,000 Volunteers

The organisation which is set up in a firm is known as an industrial civil defence unit and collectively they constitute the Industrial Civil Defence Service. Nearly 200,000 men and women have volunteered for this vitally important part of the country's civil defence services. They are not members of the public civil defence services. They do not necessarily wear a uniform, but are encouraged to do so, and a uniform has been prescribed for the Industrial Civil Defence Service which follows closely that of the public services.

Although they are raised and equipped by the managements or the industrial undertakings for whom they work, and in war would operate under the con-

(*Continued on page* 40)

FIVE "E's" FOR INDUSTRIAL SECURITY

By LEO A. BROOKSHIRE

I recall an article that I prepared for the National Safety News under the heading of "Tacked on or Planned Into?" Many years have passed and with my current full time effort being devoted to Industrial Security, the same title comes to mind in the evaluation of our Industrial Security programs. You should plan, not tack on, your security program.

The first question that comes to mind in the evaluation of any Industrial Security program is: "Where do you start?" The answer to this question would be found in the Security organization and its ability adequately to inform management and gain management support of the objectives required to maintain an effective Industrial Security program.

A careful analysis of the guiding hand behind the Industrial Security program will now lead to the five "E's" of Industrial Security. The five "E's" are: Education, Enthusiasm, Enforcement, Economy, and Example.

1. EDUCATION — The act of informing each employee of the requirements of your Industrial Security program and of the vital part he or she plays in the achievement of a satisfactory program. The employee education portion of your program starts with the inception of your plant and continues by the utilization of every educational medium available and applicable to your program objectives.

2. ENTHUSIASM — The inspiration of the Security Department, Management, and each employee toward a united effort not to have just an ordinary Security program, but one that each team member can be proud of and boast about. Always remember that you can create enthusiasm, and it can be maintained through the ingenuity of the Security organization.

3. ENFORCEMENT — The first rule we learn as a child is to comply and conform to a given set of standards. Each employee must be "educated" to the enforcement perimiter of the Security program. When you have established your rules, then take positive and immediate action for each breach of policy. Your enforcement could be to fire, to reprimand, or to just let your employees know the consequences of their breach of security if it caused the loss of their security clearance or your facility clearance.

4. ECONOMY — How many times do we take the short route to a solution and get the work accomplished at an exorbitant monetary cost? Economize within your program and continuously search for means of reducing your cost of operations without a decrease in the effectiveness of your security program. Dollars will always be foremost in the minds of management, and your efforts to economize will always gain their support. An economical Industrial Security program is just good business.

5. EXAMPLE — The best way to "educate" your employees is by having them first see the example set forth by the Security organization and Management.

Don't expect your employees not to take home a screw, a bolt, or classified information to be worked on as a "personal convenience" when they see the example set by the Security people and Management. **Remember, Management should practice what it preaches.**

I believe that you can start, build, and improve any Industrial Security program by using the five "E's" of Industrial Security. Analyze your program and use the "E's" as your key to the achievement of maximum security for your company.

We are living in the space age. The responsibility for not only the success of our company, but the success of our country could well rest on just how well we do our jobs. Security is a science, and as "Security Scientists" we should move forward in the knowledge obtained by study and practice resulting from generous usage of the five "E's" for Industrial Security.

The Security Executive Must Be A Businessman *Too!*

By JOHN JOSEPH NORTON
Manager, Industrial Security Department
The Marquardt Corporation
Van Nuys, California

Some Industrial Security executives encounter difficulty with their executive management in the performance and implementation of their job.

Oftentimes, the Industrial Security executive is informed by his top management that although he is a good Security Officer and does a creditable job of implementing the provisions of the Industrial Security Manual, he has failed to identify himself with corporate policy and objectives.

These objectives are many and varied. Some are subtle and difficult to define. *One of the most important functions the Industrial Security executive can render his company in his role as Security Officer is a continued, aggressive program of cost reduction—thoughtfully planned and vigorously executed.*

Another aspect of his job is smoothly integrating the Industrial Security Program into the company's pattern of conducting its business. This implies getting along with other executives and keeping the Industrial Security function, basically a policing function, firmly controlled by good judgment and sound Industrial Security policies.

Cost Reduction

In almost every company which maintains a security function, the Industrial Security Department or Division is regarded as "overhead." The Industrial Security executive must work aggressively and imaginatively to cut costs in his organization. This is necessary since, in the parlance of finance people, "overhead cuts significantly into the profits derived from the sale of the end product"—whether it be a computer, airframe, propulsion system, or pure R&D services.

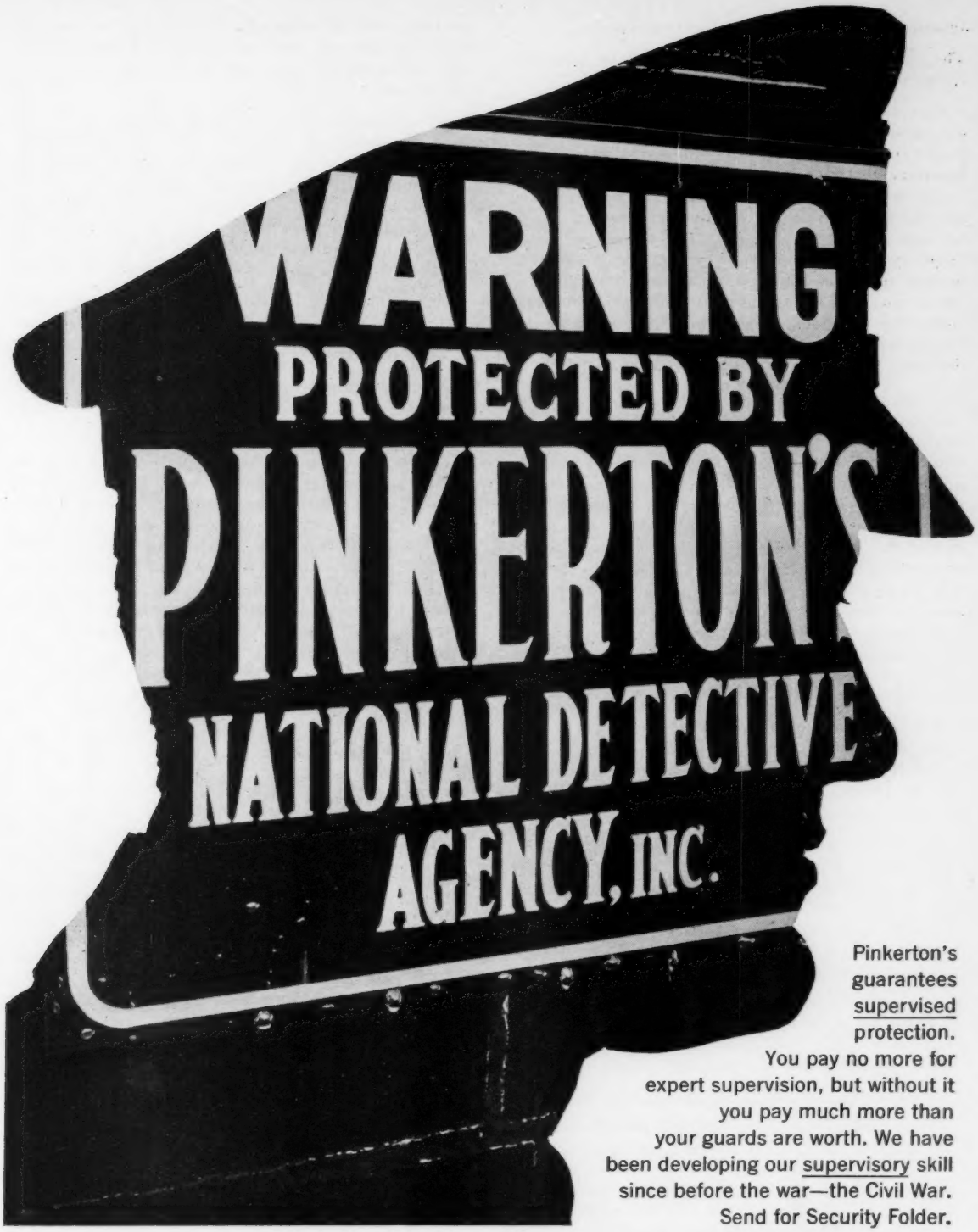
How can we cut costs? In many ways! Since most Industrial Security executives are also responsible for the policing and fire functions in their company, some thought in these matters may prove useful.

The Police or Guard Function

How long has it been since a complete review was conducted of all guard functions? This could include patrols through areas in non-business hours, manning of gates, manning of parking lots, performing chauffeur and escort services, and the relief function.

Are patrols through buildings or areas needed every hour in non-business hours? Each situation varies, of course, but certainly if the plant, for example, is completely sprinklered, the patrols can be calculated on a more liberal basis than once every hour. This, in turn, means less men needed for this function.

(*Continued on page* 20)



Pinkerton's guarantees supervised protection. You pay no more for expert supervision, but without it you pay much more than your guards are worth. We have been developing our supervisory skill since before the war—the Civil War. Send for Security Folder.

PINKERTON'S NATIONAL DETECTIVE AGENCY, INC.

PINKERTON'S OF CANADA LTD.

100 Church Street, New York 7, N.Y. • 47 offices from coast to coast

Find Us Fast In The Yellow Pages

The same holds true where a rate-of-rise warning system is installed in buildings.

How many gates are we manning? Will a thoughtful and comprehensive survey of this situation result in the closing of one or more gates—again saving on manpower? If such a survey discloses that a saving could be achieved, close coordination with the Industrial Relations people on this type of review would be sound business practice. The closing of gates might well result in personnel or morale problems—because of extra distances to be walked to parking lots or bus stops, plus the extra time involved. The Industrial Relations people would also know if the bargaining unit should be tied in on this type of decision.

Do we really need guards or officers in our parking lots? Can a well-planned series of signs, or even mechanical aids, eliminate this requirement? Many firms believe an officer directing visitors to a parking area is good public relations. If a detailed cost breakdown, however, of such an operation is presented to top management, they might well be surprised at the cost of this kind of "public relations activity." Elimination of this function is certainly a noteworthy saving. Signs, in most cases, could probably perform the same function. If a company (after removing an officer from the parking lot) finds employees usurping the visitor parking stalls, the guard supervisor or relief guard, on his way between posts, can be detailed to check the lots and ticket violators.

Are guards assigned to non-police or guard functions, such as chauffeuring or escort services? A detailed breakdown of these costs to top management will be helpful in getting the backing to have cabs or limousines used for this type of non-security service.

How about new buildings in the talking or planning stage? The alert Industrial Security executive will be in at the inception of such projects to see that security costs in running the projected buildings are kept to a minimum. Careful planning of the perimeter fence line and main entrance can usually result in one guard handling the entire complex. Another significant saving.

These are but a few of the many ways an alert Industrial Security executive can save his company money in the patrol and policing functions.

The Fire Department Function

Fire protection of any defense installation is a sophisticated and highly complex problem. Serious fires and/or explosions can put our companies out of business overnight with the accompanying financial loss, position in the industry and setback in the delivery or performance schedules to the government agency involved.

Though a company may have had a Fire Department for years, perhaps it is well to look at the overall problem and ask ourselves, "Do we need a company Fire Department?" Because a firm has always had a Fire Department is no basis for saying it currently needs one.

What kind of operations are we engaged in? Could a company-trained volunteer fire brigade handle emergency situations? What is the "run-time" for the local municipal or county fire apparatus to get to our plant and start combatting a fire? What kind of equipment do they have? Are they trained sufficiently to combat, for instance, aircraft fires, so-called exotic fuel fires, magnesium fires, or rocket fuel fires?

A careful review of our individual situations could well reveal that one well-trained fire inspector or marshal would suffice to stay abreast of all hazardous situations in our plants. A concomitant reserve fire brigade training program might possibly do the job, together with effective close liaison with the local fire department.

On the other hand, a survey might disclose that not having company firemen on hand to immediately combat fires is indeed penny-wise, pound-foolish economy. If the nature of an operation is such that a serious fire or explosion could result within seconds after a mishap—then it is only good business to stay on top of such situations with trained professional company fire-fighters. In this regard, it is almost axiomatic that where a company is engaged in a research or production handling of exotic or rocket fuels, a company fire-fighting force is required.

The Industrial Security Function Itself

The writer once heard an Industrial Security executive facetiously remark, "Paperwork is our greatest product."

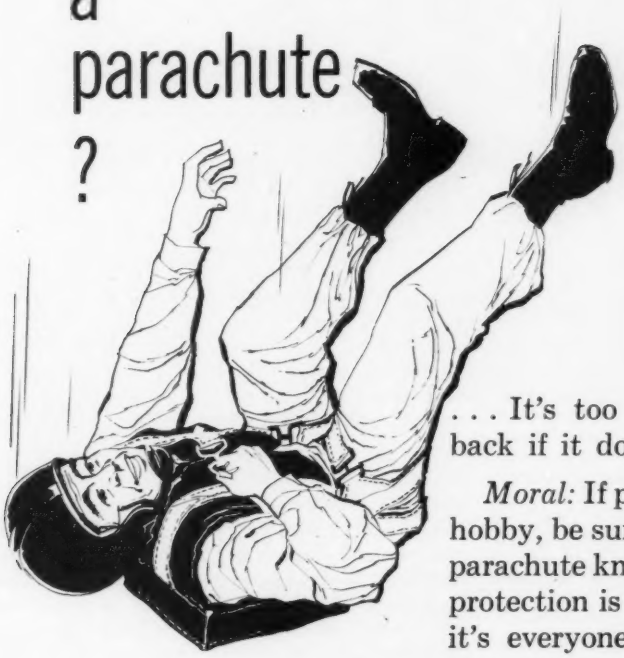
There is probably more truth than humor in this statement. The better ways we can fashion to cut the amount of paper generated and stored will significantly cut our costs. A dynamic program of downgrading and destroying old classified documents is almost a necessity. As a matter of fact, it is a requirement under Paragraph 14a in the Industrial Security Manual. Paper not being used costs money to safeguard and store. A systematic program of destruction is both a cost-saver and has the added advantage of releasing vitally needed cabinet and floor space.

A working committee of Records Management, the responsible Project Engineer, and Industrial Security can be an effective tool to reduce the backlog of stored classified information.

A close look at the number of forms in use in Industrial Security can well bring fresh ideas for the reduction of paperwork. For instance, can the Receipt for Classified Information also serve as a Destruction Certificate with the addition of a stamp so indicating? Are educational or employment checks made by the Personnel Department on hiring of new

(*Continued on page 22*)

why is a plant protection system like a parachute ?



. . . It's too late to take either one back if it doesn't work.

Moral: If parachute jumping is your hobby, be sure the one who folds your parachute knows his business. If plant protection is your responsibility (and it's everyone's) be sure the system you recommend is made by people who know their business.

Autocall®

SAFEGUARDS MILLIONS

THE AUTOCALL COMPANY, SHELBY 10, OHIO

people, and later duplicated by Industrial Security for purposes of granting a Confidential clearance? Duplication such as this is time-consuming and just plain, inefficient business practice.

How often have we tried to tie security costs directly in with a classified contract? An approved electronic detection system for a Closed Area, for instance (itself a substantial savings over a guard for the same area), will usually be approved by the military contracting officer as an allowable cost under the contract if its use is properly documented. This significantly reduces overhead security costs in that the protection afforded is considered as part of doing business under the contract.

The Industrial Security Executive As a Member of the Management Team

The Industrial Security executive must keep closely abreast of all of the latest management decisions in his company in order to intelligently predict his budget and manpower requirements. This presumes coordination with such departments as Finance, Contracts, Marketing, Production, Engineering, and at least a touch-base acquaintanceship with top management through his own superior, either in person or through a mutually agreed working arrangement. Of course, it goes without saying that the Security Officer, even though his interests and responsibilities range throughout the company, and oftentimes he is called upon by top management to perform, must never bypass the line of command of keeping his own immediate superior constantly informed of what he is doing.

This brings on a problem in many areas in that some Industrial Security officials are on corporate levels and can issue directives and orders from that level in either a staff or line capacity. Oftentimes, however, the Industrial Security executive is on a divisional level that furnishes policy guidance for corporate people. This presents real problems in tact, use of the line of authority and implementation of orders, but it is also a challenge to him to still do his job effectively.

It may be easy to say "no" in many situations which might appear, for instance, to be contrary to to the provisions of the Industrial Security Manual. It takes another order of initiative when such situations arise to perhaps grin and say, "It looks tough—but we'll find a way." Almost invariably a good working relationship with the cognizant security office can result in a solution mutually acceptable to executive management and to the Government.

Staffing

The Industrial Security executive should go to great pains to staff his organization with the finest talent he can recruit. The mistake should never be made of him conscientiously and intelligently performing his job but then hiring unknowledgeable or un-equipped people to staff his organization. An Industrial Security executive needs the finest brains he can recruit to effectively run an efficient organization. His Number 2 and 3 men should be trained in clear lines of command and delegation of authority. There should be no doubt, either within the security organization itself, or in the corporation, as to the chain of command or delegation of authority.

Job descriptions of all Industrial Security personnel should be clearly defined and, where possible, should match with similar job descriptions throughout the corporation. A good Industrial Security executive will keep to a minimum requests for special classifications to the Wage and Salary or Industrial Relations people, insisting that he cannot do his job without such classifications. Jobs such as receptionists, typists, stenographers, and secretaries hardly vary between security organizations and other departments in the company.

Conformity With the Corporate Image

There is such a thing as a corporate image, and though oftentimes caustically lampooned as a vehicle for moulding executives into robot-like "yes men," there is much for the Industrial Security executive to learn in studying the corporate image. If he is completely out of step with the stated policies and objectives of his company, it is a foregone conclusion he will experience difficulty sooner or later. Nonconformity by the Industrial Security executive with the actions and policies of a company are a luxury few organizations can afford, whether under the guise of enforcing government regulations, doing an effective policing job, or whatever.

It is interesting to speculate, for instance, how long President Kennedy would tolerate people in his executive staff, or on the cabinet level, who opposed him at every turn, or even every other turn. This, of course, is not to preclude honest expression of varying viewpoints, but rather we are talking here of recognition of what the overall organization or team is trying to accomplish and synchronizing the security function with it.

Industrial Security executives occupy a doubly difficult position, more so than most other executives. They must perform well as a member of the management team in every facet of conducting their business. They must be cost conscious, open to new ideas, knowledgeable on company policy and practice, and hold their own in the "fast league" of top executives. On the other hand, they must implement and enforce the security provisions of the Government as spelled out in the Security Agreement between their company and the Government. They are responsible to the Government in recurring security inspections. This double role poses difficulties that can tax the ingenuity of the most resourceful men. In his company, an Industrial Security executive may be accused of looking after the Government's interest rather than

(*Continued on page* 24)

NEW, NEAT... LONG-LASTING

Good-looking, winter-weight uniforms containing at least 50% "Dacron"* polyester fiber keep their press, stay neat wearing after wearing (even in the rain)—and are easy to care for! Uniforms that contain at least 50% "Dacron" are extra-durable . . . save you money on replacement costs. Extra benefit: Reefers are available with interlining of "Dacron" polyester fiberfill designed to keep you warm without weighing you down, offer lightweight comfort, freedom of movement. Ask your uniform supplier about uniforms containing at least 50% "Dacron" today.

DACRON® POLYESTER FIBER

DU PONT REG. U. S. PAT. OFF.

BETTER THINGS FOR BETTER LIVING . . . *THROUGH CHEMISTRY*

*Du Pont's registered trademark. Du Pont makes fibers, not the fabrics or uniforms shown.

Security Director a Businessman (Continued)

that of the company, and vice versa from the other viewpoint. In a very real sense, it takes good judgment of the highest order to serve intelligently the interests of the company and the Government.

A homely reminder may be in order for Industrial Security managers and directors to conclude this article. The Industrial Security officer is a dedicated executive doing his utmost to preserve his country's military secrets and conduct a vigorous Industrial Security Program both in spirit and in practice. BUT . . . he should always keep in mind who issues him his paycheck every Friday. The more economically and efficiently the Industrial Security executive can conduct the security function for his company, the more competitive his company will be in bidding on Government contracts. The ultimate saving then actually accrues to the Government itself and to the American taxpayer.

Competitive Intelligence (Continued)

other sources. Several government agencies, nevertheless, furnish information of considerable help to business in assessing its competitive position.

3. A number of independent business surveys are available, particularly in the consumer goods field. "Much can be learned for a price."

Assembly, Processing, And Use of Information

Of 187 corporations responding to the questionnaire, 174 acknowledged directing their salesmen to report information about competitors. Written reports are required by 163 and oral reports by 110. In approximately 100 companies, salesmen report intelligence both orally and in writing.

The use of *call reports* was mentioned by a number of companies. Aside from determining whether a salesman is best utilizing his company's time, salary, and expense account, call reports represent a consistent and usually reliable source of information regarding competitive trends and practices. Almost all large companies require their sales representative to fill out short, 5-6 sentence call reports regarding the existing situation and progress being made on each account serviced.

Another method by which information is gathered by and from salesmen is the *lost business report*, or similar reports from salesmen explaining competitive failures. One firm stated that such reports were very useful, "especially as related to competitive selling techniques." Another company said that such reports were "one of the salesmen's principal obligations and that they yielded information on a broad range of competitive factors."

An effective intelligence system depends not only upon the *collection* of competitive data, but upon the proper *assembly, processing, and use* of this information. The important concepts of this are summarized below:

1. The majority of reporting companies require written reports on competitors' activities from their salesmen. These are often incorporated in "call reports" or specific "lost business reports."

2. As would be expected, most competitive information is passed up through sales channels. In 40% of the companies, the information is the subject of analysis in group meetings; in 37%, it is interpreted or pieced together by someone specifically assigned this duty; and in the remaining 23%, it is interpreted by several people separately with little coordination.

3. Over two-thirds of the companies contacted had an informal system for processing competitive information, and about one-half of the companies felt they would benefit from a more formal system of collecting information.

4. In contrast to many loose collection arrangements is the formal system discussed by Dr. Roy Soukup, formerly of E. I. duPont de Nemours and Company, in describing his company's Commercial Intelligence Service in the *Chemical Business Handbook*. Here is an example of a program whereby information is collected from a great variety of sources and catalogued. Useful intelligence is then disseminated to all parts of the company.

Controversial Methods of Information Collection

Employee Hiring — A number of executives stated that some companies in their industry would hire an employee from a competitor *primarily* to acquire specific proprietary information about that company's operations. Proprietary here is defined as confidential, non-patented information concerning products, processes, or corporate plans.

One executive in the chemical industry stated:

> Recently, a small competitor of ours decided to manufacture and market a new chemical. They did not have the qualified personnel to successfully produce this new product. The company hired two of our scientists who took along with them some valuable proprietary information concerning techniques and processes that enable us to manufacture this same product very efficiently. We obtained a judgment preventing the company from using our techniques in the manufacture of the product.

Many executives felt that hiring employees from competitors, for *this* reason, was often done by smaller companies who lacked adequate technical "know-how." They further stated that a man who leaves a company and offers proprietary information to another would be considered a "confessor" of trade secrets and could not be trusted. The businessmen who were questioned in the survey stated that, in

(*Continued on page* 26)

IDENTIFICATION **IS OUR BUSINESS!!!**

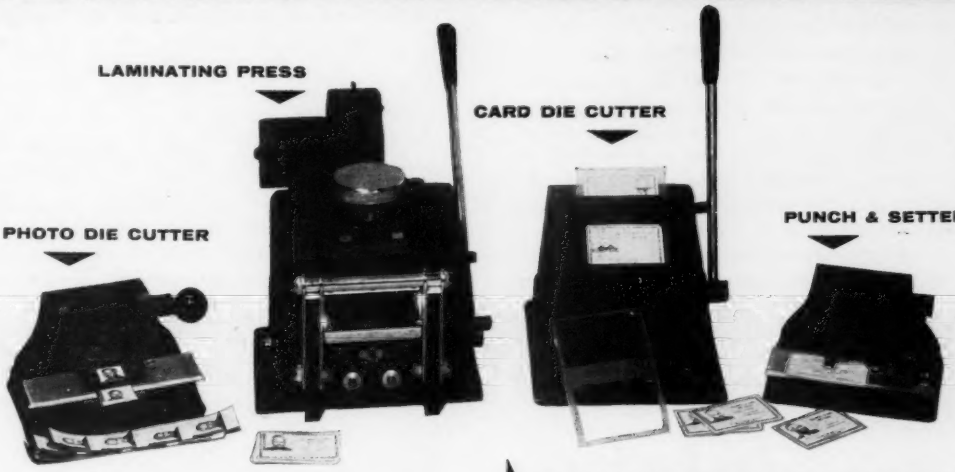
a **Complete** in-plant

identification system from a single source

Polyester Photo ID Laminating Plastic

Specifically developed for the lamination of **ID Cards and Badges**

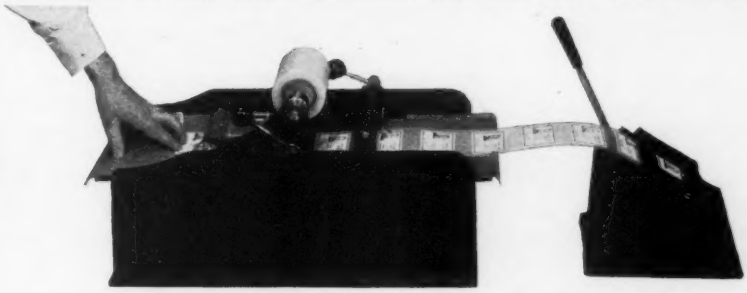
Complies with MILSPEC. MIL-P-22270 (Ships)



Also Accessory Equipment and Supplies

INTRODUCING A NEW CONCEPT IN LAMINATING IDENTIFICATION CARDS AND BADGES... The PLASTICMASTER CONTINUOUS LAMINATOR

The ultimate in high speed lamination with Polyester Photo ID Plastic....



WESTERN DISTRIBUTOR
LAMINATED PLASTIC SERVICE CO.
1220 Maple Avenue
LOS ANGELES 15, CALIFORNIA

EASTERN DISTRIBUTOR
LAMINATORS INCORPORATED
5126 St. Clair Avenue
CLEVELAND 3, OHIO

Manufactured By **PLASTICMASTER CORP.** LOS ANGELES, CALIFORNIA

Write **for the New Catalog Describing the Complete Plasticmaster System**

most large corporations, at least, hiring with the purpose of learning a competitor's trade secrets was generally not done.

Pre-employment Screening — Unpalatable as the thought is to many businessmen, the company must assure itself that prospective employees who come from a competitor are not, in fact, "plants" from the other company. This assurance is especially necessary in those industries which have developed a great deal of competitively valuable proprietary information.

The central personnel department of a major automobile producer *recommends* that a thorough investigation of prospective employees be performed. The past record of an employee with his past employer is the most predictive factor in determining whether or not the man will be hired.

The vice-president of a large company specializing in industrial chemicals states:

> When a man comes to our company for a job, and he is from a competitor, we attempt to find out what the situation is with this man. One of the things we look for in our hiring interviews is, 'Would this guy be a plant from a competitor to get proprietary information from us?' He is observed for the first few months. If we think he may be a plant, he is quietly dropped from the payroll before he has any access to really proprietary information. This is done very quietly . . . it is a standard method we use as a protective device and there is nothing unusual about it at all.
>
> We feel that anybody in our organization who would be valuable to a competitor is far enough along in the organization, and his loyalty is well-enough established, that he would never divulge proprietary information to a competitor.

Summary on Using Employee Hiring As a Manner of Gaining Competitive Intelligence —

1. Hiring with the *specific* purpose of obtaining proprietary competitive information is sometimes done by companies who lack adequate "know-how." Generally, however, employees are hired from competitors because of their *talent*.

2. Technical and administrative personnel formerly associated with customers, suppliers, or competitors may strengthen the competitive position of the company which hires them—through the information and "know-how" they have developed during their previous employment.

3. Many approaches are used when such hiring is contemplated. Each method was substantiated by its proponents through what they considered sound reasoning. Frequently, the relationship between the two companies dictates the best approach to be used.

4. Many companies will screen a prospective employee more carefully than is customary if the man has come from a competitor in order to insure themselves that he is not a "plant."

5. Creating organizational loyalty through proper job incentives is the recommendation most frequently given for keeping a man in the company . . . or, if he leaves, insuring the company that he will not divulge proprietary information.

Patent Infringements

Patent protection is a factor of great importance to many organizations in preserving a competitive advantage over other companies within their industry. The possession of a patent does not prevent its unauthorized use by a competitor. Before the patent-holding organization can initiate action against an infringer, it must develop substantiating evidence that there has been an infringement.

Once a patent has been issued to a company, maximum protection can only be realized when possible infringements are scrutinized, and corrective action is taken where necessary. *Product* infringements can more easily be identified than *process* infringements, since the product can usually be purchased in the open market and studied in detail. The verification of a suspected process infringement may require access to the competitor's plant—a more serious problem of identification than that associated with the product infringement.

It is apparent that *product* infringements can be determined fairly easily if the organization makes a careful analysis of the new product developments of its competitors. Furthermore, the competitive nature of most industries dictates that such analyses be made even if it is only for the purpose of being aware of new developments within the industry. Thus, these two reasons for continual analysis of competitors' products complement each other as means of staying abreast of the competitive situation.

The existence of a *process* infringement is often difficult to determine. Since the process is used primarily in the manufacturing cycle of a marketable product, the identification of the violation normally requires access to the competitor's plant. Occasionally, suppliers having such access will notify the company of the suspected infringement.

The Role of the Patent Investigator — Most large companies employ permanant legal counsel to handle the establishment and policing of patents. Many smaller companies hire patent lawyers only when new patents are contemplated, or an infringement is suspected. If a patent investigator is hired to obtain concrete facts on a possible patent violation, he works closely with company lawyers or representatives in determining whether or not the case merits further action.

Ten such investigators or agencies were interviewed at length in order to develop an insight into this phase of Competitive Intelligence. More often than not, the investigator is a former FBI man or OSS agent—many are lawyers trained in patent law.

Business Espionage

Direct Observation — Occasionally, a company can acquire a substantial amount of confidential information merely by observing a competitor's activities. The Dearborn Inn, in Dearborn, Michigan, has received an unusually large amount of income for its top-floor rooms from people who normally sleep in Detroit. The inn overlooks the Ford test track in Dearborn.

Bribing Company Employees — It is almost impossible to generate complete loyalty among all company employees. A disgruntled worker may jump at an opportunity to supplement his income by selling confidential information to competitors.

Stealing of Company Documents — Outright stealing of corporate documents or products represents one of the most flagrant methods of obtaining competitive information.

An intensive investigation in which one oil company sustained enormous losses through a series of thefts of geophysical maps, revealed that one of the company's employees was a silent partner in a small oil company, whose principal business was dealing in oil leases and royalties. The employee had access to the completed seismograph pictures. When the landmen started their efforts to secure leases, they would discover that many, and in some instances, all of the desirable tracts in the whole block had already been leased.

In order to prevent disclosure of identity of the people who were actually securing the leases, they would be taken in the names of relatives or friends, not connected with the oil business in any manner. This made the work of the investigators much more difficult in determining the identity of the persons who were stealing the information.

This involved surveillance of many suspected persons to determine the identity of their associates and contacts. Investigators worked as brokers representing some large drilling companies interested in securing leases in the area on drilling contracts. An actual purchase was made of complete seismograph pictures which had been copied from an original picture by a draftsman.

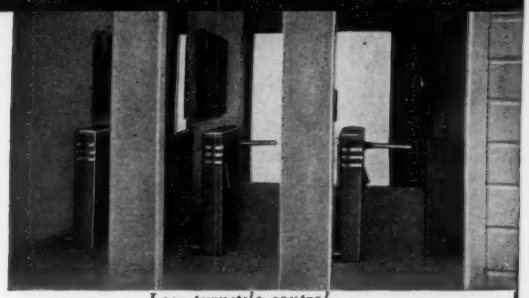
In this case guilty persons involved in several other small leaks were uncovered before the identity of the person involved in the large information leaks was learned.

When the investigation was completed, the oil company filed suit in a Federal District Court, and recovered title to leases on 500 tracts of valuable oil land, ranging in size from approximately 10 to 500 acres.

(*Continued on next page*)

GATE GUARDING EFFICIENCY

High turnstile control



Low turnstile control

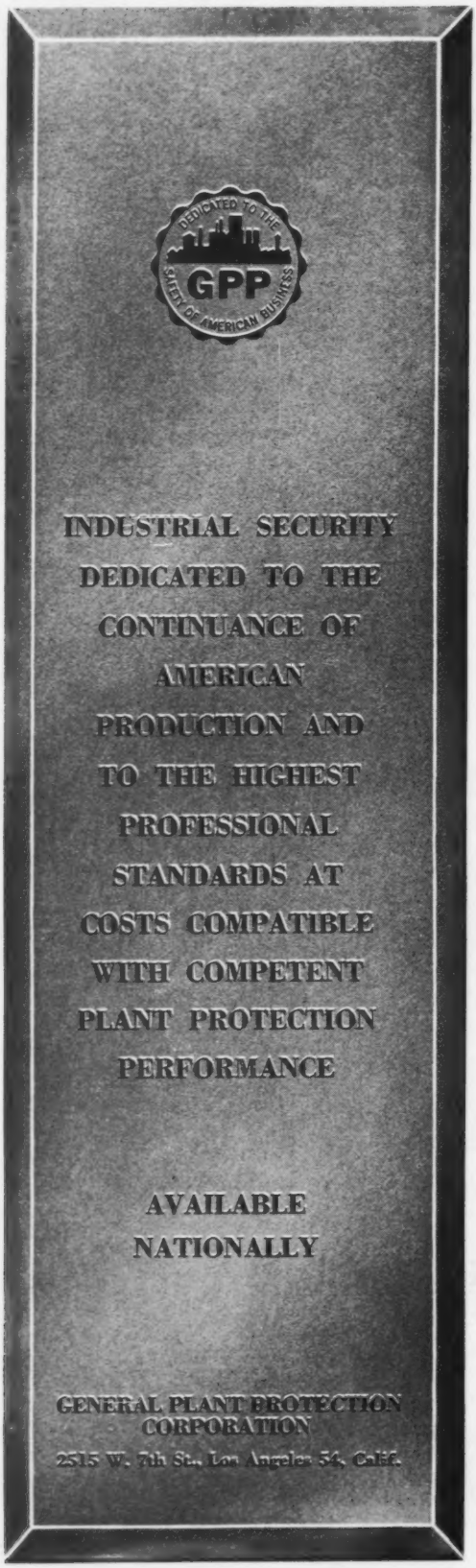
Perey Turnstiles–

...Prevent Unauthorized Entry ...Provide Automatic Emergency Exits

...Reduce Number of Guards ...Prevent Stealing of Tools, Materials

Submit your problem to our application engineers

PEREY TURNSTILE CO. Dept. IS 101 PARK AVE., NEW YORK, 17, N. Y.



Competitive Intelligence (Continued)

In addition to many of the approaches used by *company* spies, the *outside* investigator uses additional methods that will enable him to satisfactorily complete his assignments. These men are usually detectives who specialize in business investigations.

Many investigators will place agents of their own in a competing plant to obtain confidential information for a client. One investigator who considered himself "the best industrial spy in the country" specializes in gaining access to company plants through misrepresentation.

The technological advancements made in eavedropping equipment since World War II have created some astonishing uses for corporate spying purposes. The implications of the widespread use of this equipment are serious.

Most businessmen interviewed indicated the need for developing competitive information. They considered business spying unethical and immoral, yet, very few made any attempt to define what they meant by *unethical* or *immoral.*

Professionalism in Industrial Security (Continued)

On the score of learned art, it will be apparent to anyone familiar at all with industrial security that the range and variety of necessary subjects comprehended within the working knowledge of a typical security administrator are impressive. To check off just a few major headings is to indicate the ubiquitous nature of security operations in a modern industrial situation. Most familiar, parhaps, are fire prevention and extinquishment; uniformed patrol force manning and utilization; locking systems and devices; and the requirements of the Industrial Security Manual for those firms doing classified defense work.

To the interested but uninformed layman, these major headings subsume all industrial security operations. To the chagrin of us in the profession, there are even some among our own number who share this belief. Actually, the subject titles mentioned, while traditional substance of industrial security, are only a partial indicator of the breadth today required in the field. Even so, each of them demands for its own proper mastery a depth of knowledge and understanding which is considerable. To illustrate: for proper manning and utilization of uniformed patrol forces the security administrator must know, in a practically useful way, the essentials of personnel management—how and whom to recruit, training programs and practices, wage structures and appropriate pay rates, and company benefit policies. If the uniformed force is organized, further preparation in depth is demanded in a thorough understanding of the collective bargaining agreement as it has been written and interpreted, a sense of balance and proportion in grievance adjustment, and at least a summary appreciation of American labor union history and goals. All

this in addition to the basic skill of whom to assign to what post and under which orders!

Military Security Area

Turning to another major heading, the Military Security area, we find a sub-specialty of such magnitude as to warrant the assignment of many administrators exclusively to this item and, not infrequently, to only limited phases of it. The security manual is really but a primer here! Assumed first but not covered in any of the usual regulatory documents, is a thorough grounding in the reason for a military program at all—the nature of our Communist adversary!

It should be noted here most particularly that there are few of us who are as well schooled as we ought to be in this regard. There is a natural tendency to smugness when one has tucked away in his memory a few uncommonly shared facts. This is painfully and dangerously true in respect to communism. Most Americans are really in virtual ignorance of it. We in security sometimes learn a few facts, or slogans, and consider it superior knowledge. There is urgent need for hard headed, serious and mature application to the subject of communism—more so by us professionals than by others. Considering the military phase further, there are all the related and contextual materials which provide the background and perspective which are so important. The ASPR, the AFISR, the Munitions List requirements, the regulations of the individual military departments and the more basic Executive Orders, most recently 10865. These are the sources from which the professional must draw the quantum of knowledge compatible with a claim of proficiency.

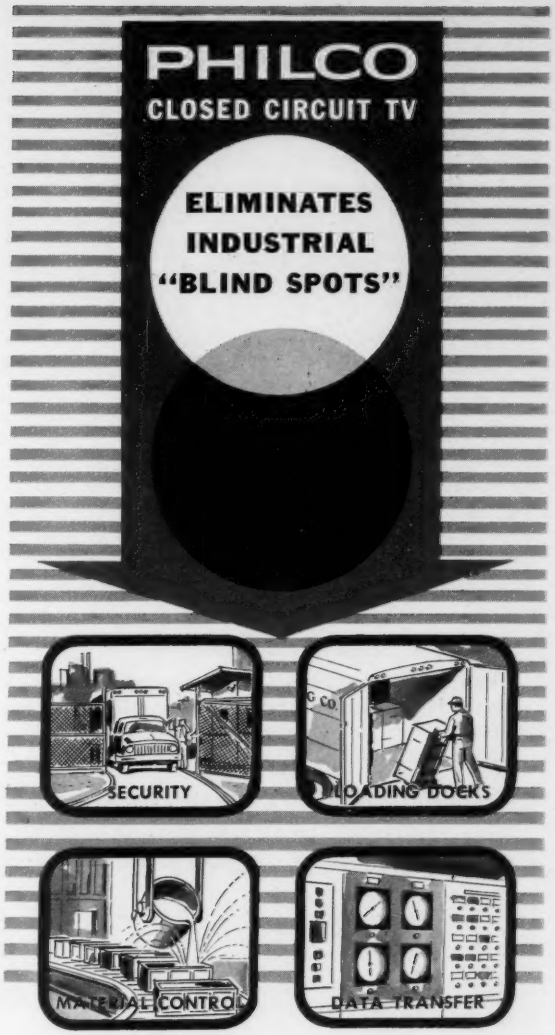
Other Skills Needed

Each of the major headings mentioned could be elaborated in the same fashion to indicate its genuine and substantive depth. And, as yet, nothing further has been said of the breadth of our profession. What of other, necessarily related subjects, that must be ranked with the earlier major headings? We must certainly recognize the art of organization, fiscal and financial controls, records management, and effective communications as among essential skills without which no administrator or manager, whether in security or any other field, can hope to penetrate the corporate consciousness or offer an acceptable contribution to his firm's progress.

There may be some persons in the security field who would say that they have never found it necessary to become proficient in all these subjects in order to do their jobs, or who might contend that the efforts required to master the skills were greater than the anticipated return could justify. In reply to these persons I would say that by however much they found the development unnecessary, and by however much too difficult, by just that much they fall short of achieving professionalism.

It cannot be gainsaid and ought not to be overlooked that individual growth to professional stature

(*Continued on next page*)



Philco closed circuit TV has proven invaluable in checking operations that are normally difficult and awkward to monitor in person . . . material flow on conveyors . . . bin levels . . . loading dock traffic . . . gate traffic . . . gauge watching. In addition, closed circuit TV can be used in employee instruction and plant communications. Philco's broad experience in CCTV guarantees putting this very flexible business tool in use to your best advantage. Fully transistorized equipment featuring Philco's "building-block" design assures ease of operation, freedom from maintenance problems and permits future expansion without costly replacement. Write today for your copy of the Philco Closed Circuit TV System Planning Guide.

Government & Industrial Group

4700 Wissahickon Ave., Philadelphia 44, Pa.

In Canada: Philco Corp. of Canada, Ltd., Don Mills, Ontario

PHILCO®

Famous for Quality the World Over

is neither easy nor automatic, in any field. Security is no exception. Indeed, being yet in its infancy, it can be expected that greater efforts and dedications will be demanded than in established professions. There has not yet grown up an organized control of the body of knowledge and skills to make possible its ready communication to newcomers or apprentices. We have not yet established a reliable lexicon to permit precise communications among ourselves, though we are all impressed by the gravity of that which must be communicated. There is not yet a formal process by which one is accredited a member of our profession, nor has there been prescribed a meaningful code to assure compliance with established standards of fitness and integrity.

We are, in truth, still pioneering.

However, the hit-or-miss, trial and error approach to common problems is no longer appropriate or rewarding for individual security administrators. It is now necessary that positive progress be made in consolidating past achievements and addressing common efforts sharply to the remaining tasks of professionalization.

Steps to Professionalism

First, we must organize, and make generally available, the immense body of doctrine in all the pertinent areas. Much of this doctrine is unconnected at present and frequently is obsolescent before it has gained widespread circulation.

Second, we must define and apply criteria of distinction to acknowledge the suitability of an entrant or beginner in the profession and also to recognize the appreciably greater skill and achievement of one proficient in its practice.

Third, we must establish canons of behavior which will assure the censure of members who depart from high standards of personal integrity or culpably compromise national or community welfare.

Work has been begun and is vigorously going forward in all these areas. The American Society for Industrial Security, founded in 1955 and now including more than 2,000 in its membership, has made material strides towards the construction and acceptance of professional standards. Some readers of this article belong to the Society and are active in its affairs. You know its value. To those who do not belong, and who are eligible, we in ASIS extend an invitation to join with us in common effort.

I suggest that the measure of our profession is the sum of the measure of each of us!

An informed and alert profession rendering real public service requires practitioners who realize and fulfill their individual potential, and who regard the good of the group as important, but the welfare of the individual as a hallmark of our civilization! Our road is open—our direction is forward!

PANIC EXIT DEVICES FOR DISASTER CONTROL

A Panic Exit Device is your assurance of safe exit at all times . . . for normal day by day operation . . . for emergency in time of panic.

We believe there can be only one quality . . . the finest . . . where life depends on safe, quick exit. We have no "companion" or "competitive" lines.

Exit devices and our other institutional products are backed by a century of honest design and workmanship.

SARGENT & GREENLEAF, INC. ROCHESTER 21, N.Y.

Cuba alone could present no great threat to the security or survival of the United States, but Cuba backed and instructed by the Red Empire constitutes a very "clear and present" danger to the entire hemisphere.

Intervention in Cuba

Soviet arms, technicians, and instructors have been pouring into Cuba in quantities far in excess of any possible Cuban domestic needs. Red Chinese immigrate openly into Latin America and Peiping supports Castro throughout the area. Demonstrations, riots, and even revolutions, so far abortive, keep South America and the Caribbean in a constant uproar. Moscow proclaims the Monroe Doctrine dead and threatens to support Castro with nuclear weapons, if necessary. Castro orders such a drastic cut in the personnel of the American Embassy in Havana that the United States finds it necessary to sever relations with his government.

At the United Nations, Khrushchev bangs on the table, shouts, and waves his shoe to exemplify the dynamism, vigor, and fearlessness of his leadership, to demonstrate his contempt for the United States, and to convince the world, by the contrast between his behavior and theirs, that the leaders of the Free World are too "nice" and too polite to defend their decadent way of life.

Dissatisfied and unhappy people are the material out of which Marxism fashions revolutions, and nothing creates more dissatisfied and unhappy people than a national distribution of land which concentrates substantially all tillable acreage in a handful of enormous estates.

According to Lester D. Mallory, Deputy Assistant Secretary for Inter-American Affairs, two-tenths of one per cent of the farms in Guatemala comprise 40.8 per cent of the total privately owned acreage. In Argentina, 500 owners hold 18 per cent of the farm land; in Chile, one per cent controls 43 per cent of the land; and, in Paraguay, only 5.2 per cent of the farm units contain more than 125 acres, yet this 5.2 per cent accounts for 93.8 per cent of the total acreage. Latin America has nearly 200 million inhabitants, almost three-fourths of whom live off the soil and derive their livelihood from it.

Latin America Ripe

Such a situation is ideal for peddlers of revolution and "expropriation." Communists have little difficulty in convincing hungry and uneducated people that the solution is simple—that they have only to dispossess the rich, take from them their huge estates, divide those estates into many farms, and stock those farms with cattle acquired in the same manner.

There is in Latin America a large reservoir of respect and affection for the United States and its people, but there is also a dangerous undercurrent of

(*Continued on next page*)

PRESERVATION and TAMPERPROOFING!
WITH POLYESTER FILMS OF LIGHT AND HEAVY GAUGES; GLOSSY AND MATTE SURFACES

BEFORE you buy a LAMINATOR
CHECK our advantages:

✓ Individually Assembled and Tested
✓ Full Visibility During Operation. Easy Access
✓ Speed and Heat Control on Larger Models
✓ Heavy-wall Cylinders for Efficient Continuous Operation
✓ Precision Built to Close Tolerances
✓ 1-YEAR GUARANTEE
✓ Full Range of Film Gauges .0012 to .010
✓ Film Supplied in Any Widths for Fullest Economy
✓ Economically Priced

(A Complete ID-Card System)

We Invite Close Comparison

Models to 30" and 50" for large maps, drawings, record covers, etc.

Model 4—For ID-Cards and small sheets up to 4"

Universal Models 15 & 18 for ID-Cards and large sheets as well

Write or Phone
VIRGINIA LAMINATING CO.
AMELIA, VIRGINIA
PHONE 531

The Original Continuous Roll-Type ID-Card Laminator

envy and hate which the Marxists can be relied on to turn to account. Envy is the handmaiden of hate, and it is natural that the poor and the hungry will first envy, then hate, the rich and well-fed. Armed interventions by the United States in the past in some Latin American countries, the Panama Canal Zone, and the Mexican War still rankle in many Latin hearts and make them easy prey for those who portray the United States as a rich and grasping miser, ever increasing his golden hoard by merciless exploitation of his neighbors to the south. The support by the United States of established authorities in Latin America is easily turned to advantage by the Communists by identifying the United States with those who support and maintain economies characterized by extremes of wealth and poverty, by the black-and-white contrasts between the haves and the have-nots in Latin America.

The manner of the coming of communism to Cuba should instruct us for the future. Communism seldom comes as such to any nation; it comes as a "people's revolution," or as "democracy," or "agrarian reform," or under some other label more palatable than "communism."

That Castro's revolution is for export cannot be doubted, nor should the influence of his example on all Latin America be minimized.

Deterioration Accelerating

The situation in Latin America is deteriorating rapidly. Unless effective measures are taken immediately, the fuse that was lighted in Cuba may set off a chain of explosions with disastrous results for the entire hemisphere.

Whatever can be done to prevent a conflagration in Latin America must be done. Whether our efforts in that direction meet with success or not, appropriate steps must also be taken to assure continued operation of our industrial plant in the event of war or major disaster. In the entire hemisphere, only the United States possesses an industrial plant capable of supporting the defense necessary to survival in a nuclear age, and it must not be permitted to fail because of a lack of effective measures of civilian defense and industrial security.

Communism offers no tolerable solution to the economic problems of the poor and the exploited, and we must do what we can to convince our neighbors to the south of that simple fact.

People-to-People Program

A "people to people" program offers one means of communication by which this objective can be pursued. There are numerous channels through which the people of the United States can communicate with the people of Latin America.

Most obvious of these are the Latin colonies in our cities. Miami and Tampa, for example, have substantial populations of Latins, especially Cubans. The importance of their contributions to the political, economic and cultural life of their communities should be publicly acknowledged, and they should be encouraged to participate fully in the spiritual and material progress of their adopted municipalities. Imbued with American ideals and steeped in our way of life, they can become our most effective advocates among their own peoples in their native lands. The new President of the United States has made a good start in recognizing and moving to utilize the popularity and influence throughout Latin America of Governor Luis Munoz Marin of Puerto Rico.

Service clubs and civic organizations, such as Rotary International, Kiwanis, Lions, etc., can contribute importantly to such a project. Rotary International, particularly, could render invaluable service, inasmuch as it has clubs in many, if not all, Latin American countries. This would make possible the dissemination from its headquarters in the United States of prepared addresses accurately and truthfully describing the situation confronting the hemisphere and counteracting vicious and deceitful Marxist propaganda.

A little ingenuity and effort can uncover many channels of communication useful in countering communist propaganda with truth and understanding.

Responsibility of U. S. Government

The responsibility of our State Department and of firms and individuals doing business or visiting in Latin America cannot be overstated. It is essential that our Government speedily adopt and implement an effective program to thwart the designs of the Marxist imperialists on the Western Hemisphere.

Domestically, we must have sound measures for the protection of our industrial plant, including the personnel, power, transportation, communications, and raw materials necessary to its continued functioning.

It is essential that Congress lose no time in taking a close, hard look at the problems of civilian defense and industrial security and in passing sound and effective legislation to implement its findings. It should consider whether the present organizational pattern, scope, and authority of the Office of Civil and Defense Mobilization are adequate to insure successful discharge of its responsibilities in the light of the new hemispheric situation. It should ask whether too much responsibility and authority have been fragmentized and diffused among state and local authorities, and whether there has been a resultant inequality of readiness and progress among the fifty states and countless localities. The responsibility is that of the Federal Government, which must rely on the nation's industrial plant to support its armed forces.

Traditionally, the Pentagon has been responsible for industrial security as such. A plant cannot operate, however, without personnel, supplies, power, transportation, and communications. A careful delineation of the respective responsibilities of the Pentagon and the OCDM would appear to be necessary to insure complete coverage without duplication of ef-

fort and without jurisdictional collisions and disputes.

The Commission on Government Security, in its report submitted June 21, 1957, recommended that Congress thoroughly review the subject of the great complex of defense-related facilities requiring physical security.

The Supreme Court, in William L. Greene v. Neil H. McElroy, Secretary of Defense, on June 29, 1959, struck down the nation's industrial security program for the protection of confidential defense information from the prying eyes of the Kremlin on the ground that it had not been authorized by Congress or the President. Congress should consider whether legislation is not desirable to supplement, reinforce, or replace Executive Order 10865, as amended January 18, 1961, and Department of Defense Directive 5220.6. The industrial plant on which the nation must stake its existence must be protected at all costs against destruction by an enemy which regards it as its Number One target.

In an article, "On the Character of Modern War," in *Red Star*, November, 18, 1960, Lieutenant Colonel S. Krasilnikov emphasized the importance which will attach to the deep rear of the enemy in any new war:

> In the last world war, the strategic efforts of the opposing sides were basically concentrated on crushing the enemy's armed forces, and the deep rear was affected only to a certain extent. This was so because the blows dealt to the deep rear did not have a decisive strategic effect on the course and the outcome of the war. *In a new war, the opposite will be true, and the desire to hamper normal work in the rear of the enemy will be of first-class importance. . . .* In a nuclear-rocket war, *from the very first day*, the deep rear will become a battlefield of fierce combat with all the terrible consequences resulting therefrom. (Emphasis supplied)

Congressional Activity

Two committees—the House Committee on Un-American Activities and the Senate Internal Security Subcommittee—have led the way in keeping Congress and the public informed about the country's major internal security problems and in urging effective legislation to cope with them. Both committees, for example, have held hearings which have emphasized the danger—and the actuality—of Communist infiltration and potential sabotage in vital defense industries, such as steel, weapons manufacturing, radiotelegraph communications, and shipping. Both committees, too, have recommended legislation to plug the serious loophole in our industrial security created by the Supreme Court's decision in the Greene v. McElroy case.

A concerted Communist campaign is now under way, however, to destroy these two committees. With-

(*Continued on next page*)

SECURITY BARS *for* FILE CABINETS

An inexpensive method of locking ordinary office & drawing file cabinets

Set consists of rigid steel channel, finished in gray lacquer, a Notch pin which bolts to the bottom section of the file, and a Clevis pin which bolts to the top section. Installation is accomplished by merely drilling a ¼" hole at the top and bottom of the file.

When ordering, specify file manufacturers name, number of drawers, overall height and amount of bottom ledge of file.

Triple combination locks can also be furnished.

Send for descriptive circular

REED MANUFACTURING COMPANY

1046 MAIN STREET WALTHAM 54, MASSACHUSETTS

TWinbrook 4-1464

90 Miles to Moscow (*Continued*)

in the last year, the Communist Party has set up two new front organizations, one of them for youth, which have the sole purpose of working for the abolition of the House and Senate Communist-investigating Committees. The Communists have boasted that, as a result of their campaign, 750,000 copies of a speech by a Member of Congress urging the abolition of the House Committee on Un-American Activities have been distributed throughout the country, along with thousands of petitions to the same effect. The day before the 87th Congress convened, there appeared in the *Washington Post*, the capital's only morning newspaper, a two-page ad urging members of the House to vote for abolition of the Committee. Three hundred twenty-seven persons signed this ad, the largest groups being educators (over 100) and clergymen (about 70). On the same day, over 200 youthful picketers urged abolition of the Committee in demonstrations near the White House.

There are some hopeful signs, despite these demonstrations, of growing power in the Communist abolition drive. Anti-Communist demonstrators were also on hand and, for the first time in years, actually outnumbered the pro-Communist pickets. The Member of Congress whose speech had been so widely distributed announced, a few days before Congress convened, that, although he still wanted the House Committee abolished, he was temporarily calling off his promised move to bring about its dissolution because it would be politically dangerous for many members of the House to vote for such a step at the present time.

Despite these setbacks, the Communist abolition campaign will be continued and probably intensified. The threat to the Committee is by no means ended. Unfortunately, it is safe to predict that the unending torrent of Communist propaganda and pressure to eliminate the committees will be met by a mere trickle of communications from good Americans who have at heart the true welfare of their country. This places the Members of Congress in a very uncomfortable situation. They are eager to hear from the other side; they would welcome an overwhelming flood of communications urging them to take those actions which they know to be correct. They desperately need the support of their constituents against the blandishments and pressures of organized and vocal minorities.

Congress has shown time and again that it can act with speed and dispatch under the spur of extreme emergencies. It would welcome an undeniable mandate from the people to provide without delay adequate civilian defense and industrial security measures.

A great and good friend of the United States, General Carlos P. Romulo, has sounded a warning in *Reader's Digest*, November, 1960, which can be disregarded only at the cost of our national existence:

"America, wake up! Shake off the course of inaction that is giving the forces of evil the right-of-way in this world! Face up to the blunt fact that you are now engaged in a real war and that it must be fought and won. This is the only alternative to defeat by default."

Investigation of Auto Accidents (*Continued*)

brakes had been heavily abused and overheated, tests determined that they were still adequate to stop the car.

Because of heavy damage to the motor, the brake power unit was removed and tested in Blewett's laboratory. The unit was found to be in excellent working order, able to hold both vacuum and hydraulic pressure. Even if the power unit had failed, the pedal would not have gone to the floor as the driver testified. In this particular incident, Blewett determined that the pedal would have tightened and become "hard."

The investigation of this car was possible because the scientist was called in quickly, before the vehicle under question was sold as junk. As a result the defendant's testimony was refuted and the garage owner was found blameless by the jury. At times, cases are won despite time lapses of several months before an analyst is called, but more frequently the evidence is lost, along with the case.

Laboratory Work Rewarding

In another case the insured driver ran into the car ahead on the freeway. The insured driver was sued for a large sum and the insurance company, which had high limits on the driver, faced an almost hopeless case.

Only four days previous to the accident, the braking system had been checked and worked on by a maintenance garage.

The Pasadena, California, scientist was called in to determine through tests and analysis, the cause of the brake failure.

When the brake pedal was tried, it dropped completely to the floor, indicating loss of fluid in the system. There were no fluid leaks in the hydraulic lines or around the wheels, even after damage to the car.

Blewett discovered the fluid leak in the master cylinder. All evidence pointed to a failure within the master cylinder, so it was removed intact for laboratory analysis. When the cylinder was opened and the secondary cup was found to be worn, Blewett

determined that it was the defect that resulted in the brake failure. Fluid had leaked out, gradually draining the system. On the last application of the brakes before the accident, the critical quantity of fluid was forced out and the volume of fluid within the system was lowered to the point where the brakes failed to operate.

It was concluded that the garage checking the braking system prior to the accident should have repaired or replaced the master cylinder. The fact that the cylinder was faulty should have been obvious from a visual exterior inspection.

As a result of Blewett's laboratory work, blame for the accident was directed to the garage that failed to inspect properly and repair the master cylinder unit.

With the tendency of juries to make larger and larger awards, it is clear that insurance companies must depend increasingly on science as an aide. But what if it is discovered that the party that retains the scientific analyst is in the wrong? Then a reasonable settlement can be made out of court, saving large court and attorney costs. Either way, the analyst's services are vital.

Red Climax (*Continued*)

COMMUNIST TECHNIQUES —

1. Destruction of Definitions
2. Change of Fronts
3. The Zig Zag
4. The Smear—The Big Lie
5. The Draw Back or Shrink Back
6. Infiltration
7. Negotiations
8. Aesopian Language
9. Transmission Belt
10. The Symphony
11. Scientific Socialism
12. Violence

"Tactics are a part of strategy, subordinate to it and serving it. Tactics change according to flow and ebb while the strategic plan remains unchanged."
(Foundations of Leninism, p. 92)

"The wealthy and rotten financial oligarchy of Wall Street—American imperialism—is striving to reverse this whole fundamental course of world evolu-

(*Continued on next page*)

tion and revolution. Mobilizing as its allies various bankrupt capitalist governments, the Vatican, and Social-Democracy, it is seeking to destroy socialism to save doomed capitalism."

(Ideas They Cannont Jail, Eugene Dennis, General Secretary, Communist Party of U. S., 1950, p. 7)

"The Party must be, first of all, the *vanguard* (original in italics) of the working class. The Party must absorb all the best elements of the working class, their experience, their revolutionary spirit, their selfless devotion to the cause of the proletariat. But in order that it may really be the vanguard, the Party must be armed with revolutionary theory, with a knowledge of the laws of the movement, with a knowledge of the laws of revolution.

"The Party must stand at the head of the working class; it must see farther than the working class; it must lead the proletariat, and not follew in the tail of the spontaneous movement."

(Foundations of Leninism, Stalin, 1939, p. 109)

"The question may be asked: is it possible for the Eisenhower position, which is basically that of imperialist expansionism and preparing a reactionary war for world domination, to evolve into a position favoring genuine peaceful co-existence? Can a tiger become a kitten? Such a fundamental change in foreign policy would require either that the dominant Wall Street groups break with their war program or that Eisenhower break with the monopolists. Either idea is fantistic."

(Political Affairs (The Communist) January 1955, p. 10)

KHRUSHCHEV on Peaceful Co-existence

"We are discussing coexistence, but of course we must realize that we cannot coexist eternally, for a long time.

"ONE OF US MUST GO TO HIS GRAVE.

"WE do not want to go to our grave.

"The Americans don't want to go to their graves.

"So, what can be done?

"WE MUST PUSH THEM TO THEIR GRAVE"

(Khrushchev: in Warsaw, Poland, April 1955, From: Internal Security Report, 1956, U. S. Senate Committee on Judiciary, 85 Congress, First Session Report, page 146; Hearings, page 1569)

"Also, very much at stake in this struggle is the fateful question of whether our people will live out their lives in peace or be plunged into an atomic holocaust. No less an authority than J. Edgar Hoover made this quite clear in a report issued on the occasion of the new year. In a statement which makes no bones about what really concerns the High Commissioner of thought-control he declared:

The need for eternal vigilance against subversion by followers of the Communist Party becomes more necessary with the world-wide rise of neutralism and the intensified Soviet propaganda of peaceful co-existence."

(Political Affairs, Feb. 1955, p. 54) (The Communist)

"The Party, as the best school for training leaders of the working class, is, by reason of its experience and authority, the only organization capable of centralising the leadership of the struggle of the proletariat, and in this way of transforming each and every non-Party organization of the working class into an auxiliary body, *a transmission belt* linking it with the class."

(Problems of Leninism, Stalin, p. 32)

"The Party will come out resolutely in defense of its interests by organizing and leading teachers' strikes, students' demonstrations . . . the winning of the decisive influence in the factories, above all in the basic industries (steel, metal, railway, maritime, mining) and systematic building up of factory nuclei and trade-union organizations."

(Communist Manual on Organization, J. Peters, p. 17)

"The policy of the Communist Party is . . . to bring the various unions and the workers who belong to different parties into a solid line against the bosses."

(Communist Manual on Organization, J. Peters, p. 19)

"At times we might have to go in zig zaggs, sometimes retracing our steps, sometimes giving up the course once selected and trying various others."

(Lenin: Selected Works, Vol. X, p. 111)
(Foundations of Leninism, Stalin, p. 104)

"With revolutionary tactics . . . reforms are naturally transformed into instruments for disintegrating (the government) into instruments for strengthening the revolution, into a base for the further development of the revolutionary movement.

"The revolutionary will accept a reform in order to use it as an aid in combining legal work with illegal work, to intensify, under its cover, the illegal work for the revolutionary preparation of the masses for the overthrow of the bourgeoisie."

(Foundations of Leninism: Stalin, p. 104)

"The (Communist) Unit must react to every issue which affects the workers . . . The high cost of living, (high rent, high food prices, high electricity and gas rates) sanitary conditions (on the street, in the homes, in schools); free lunch, taxes (sales tax, tax on small incomes) civil rights (free speech, assembly, press) police brutality."

(Communist Manual on Organization, J. Peters, p. 63)

"A professional revolutionist is ready to go whenever and wherever the Party sends him. Today he may be working in a mine, organizing the Party, the trade unions, leading struggles; tomorrow, if the Party so decides, he may be in a steel mill; from these comrades the Party demands everything. If the class struggle demands it, he will leave his family for months, even years. The professional revolutionist cannot be demoralized."

(Communist Manual on Organization, J. Peters, p. 112)

"Documents which are not for publication should be read only by those Party members to whom they are addressed, and should be destroyed immediately after reading. Documents which need study must be carefully safeguarded. Every member who has such a document must return it after reading it to the Party committee, which destroys it immediately."

(ibid, p. 121)

"There is only one proper method of exposing the stool pigeons—and that is by *mass exposure* (italics in original) creating and organizing *mass* hatred against these rats!

"The following methods have been used very effectively . . .!

1. Photograph the spy, and print his picture in the Daily Worker, leaflets and stickers. Spread this material in the place where the spy operates. ("Spy"—any active anti-Communist)
2. Organize systematic agitation among the workers where the spy was discovered.
3. Mobilize the children and the women where the stool pigeon lives to make his life miserable; let them picket the store where his wife purchases groceries and other necessities; let the children in the street shout after him and any member of his family that they are spies, rats, stool pigeons.
4. Chalk his home with the slogan: "so-an-so who lives here is a spy." Let the children boycott his children or child, organize the children not to talk to his children.
5. Expose and get rid of the spy, not through individual action, but *through real mass mobilization.*

(Communist Manual on Organization, J. Peters, p. 122)

*"If anyone believes our smiles involve abandonment of the teachings of Marx, Engels and Lenin, he deceives himself poorly. Those who wait for that must wait until a shrimp learns to whistle."

(Nikita Khrushchev, October, 1955)

* (After the Geneva Summit Conference with President Eisenhower, August 1955)

THE COMMUNIST MACHINE — "The Bureau is the leading body in the Section, District and Center between committee meetings, acts with full authority during this period, and is responsible to the committee by which it is elected.

"Their approximate size is:

Section Bureau	— about five members
District Bureau	— about 7-9 members
Political Bureau of the Central Committee	— seven to nine members
National Committee	

(Communist Manual on Organization, J. Peters, p. 42)

"The Communist Party puts the interest of the working class and the Party above everything. The Party subordinates all forms of Party organization to these interests. From this it follows that *one form of organization is suitable for legal existence of the Party and another for the conditions of underground, illegal existence.*"

(Communist Manual on Organization, J. Peters, p. 25)

"All decisions of the World Congress and Committees of the *Communist International must be fulfilled by all parties of the C.I."* (C.I.—Communist International)

(ibid, p. 24)

"The financial secretary is responsible for the membership list of the Unit. This task puts great responsibility on the shoulders of the Financial Secretary. He has to see to it that this list is safeguarded properly so that agents of the class enemy do not get hold of it."

(ibid, p. 84)

"The other organizational tasks of the factor Unit are: (1) to control and check whether the general assignments are being carried out. (2) To establish and carefully guard the printing apparatus which publishes papers and leaflets. (3) To find specific methods for detecting and exposing stool pigeons. (4) Constantly to recruit new members into the Party."

(ibid, p. 53)

"If a member leaves the Party Unit without permission, his case will be handled in a disciplinary way."

(ibid, p. 108)

REVOLUTION — *"The final aim of the Communist International* is to *overthrow world capitalism and replace it by world Communism,* the basis for which has been laid by the whole course of historical development. On this, the Program of the Communist International says: 'Communist society will abolish the class division of society . . .'"

(Toward Soviet America, W. Z. Foster, p. 128)

"The Communists disdain to conceal their views and aims. They openly declare that their ends can be attained only by the *forcible overthrow* of all existing social conditions. Let the ruling classes tremble at a

(*Continued on next page*)

Communist revolution. The proletarians have nothing to lose but their chains. They have a world to win."

(The Communist Manifesto, Karl Marx and Friedrich Engels, p. 44)

". . . you are given a rifle and a splendid machine gun equipped according to the last word of machine technique; take this weapon of death and destruction, do not listen to the sentimental whiners who are afraid of war. Much has been left in the world that *must* be destroyed by fire and iron for the liberation of the working class . . . prepare to organize new organizations and *utilise* these so useful weapons of death and destruction *against your own government* and your bourgeoisie." (Italics in original)

(The War and the Second International, V. I. Lenin, p. 50)

"Concentrate the main forces of the revolution at the enemy's most vulnerable spot at the decisive moment.

"Here is what Lenin, paraphrasing the well-known theses of Marx and Engels on insurrection, says about this condition of the strategic utilization of the forces of the revolution:

> Never *play* with insurrection, but when beginning it, firmly realize that you must *go to the end.* You must concentrate a great superiority of forces at the decisive moment, at the decisive point, otherwise the enemy, who has the advantage of better preparation and organization, will destroy the insurgents. Once the insurrection has begun, you must act with the greatest *determination,* and by all means without fail, take the offensive. The defensive is the death of every armed rising."

(Foundations of Leninism: Strategy and Tactics, Joseph Stalin, p. 95)

"*Revolution is impossible without a nation-wide crisis* . . . the ruling classes should be passing through a governmental crisis which would draw even the most backward masses into politics . . . weaken the government and make it possible for the revolutionaries to overthrow it rapidly."

("Foundations of Leninism," by J. Stalin, p. 45, quoting: Selected Works (of Lenin) Vol. X, p. 127)

(Italics in original)

"A conflict is inevitable. This is the greatest difficulty of the Russian Revolution, its greatest historical problem: the necessity to solve international problems, the necessity to call forth the world revolution."

(Collected Works (of Lenin) Vol. XVII, pp. 315-317, Russian Edition, also quoted by Joseph Stalin in: Problems of Leninism, p. 19)

Communist Success

Communist successes — Russia, Lithuania ,Latvia, Esthonia, Poland, East Germany, Czechoslovakia, Hungary, Rumania, Bulgaria, Albania, Yugoslavia, Outer Mongolia, Inner Mongolia, Manchuria, Korea, China, Indo-China, Tibet. *Attempted Overthrow*: Spain (failed); Greece (failed); Philippines (failed); Guatemala (failed); British Guiana (failed).

Possible: Syria; Indonesia; Laos; Kerala, India, as of February 1958.

CONSPIRACY OF VIOLENCE — "The dictatorship of the proletariat is a revolutionary power based on the use of force against the bourgeoisie."

(Stalin: Foundations of Leninism, p. 53)

"The dictatorship of the proletariat must necessarily include the concept of violence. There is no dictatorship without violence. Lenin defines the dictatorship of the proletariat as 'power based directly on violence.' "

(Lenin: Collected Works, Vol. XIX, p. 315) Russian Edition

"Lenin states: Dictatorship means unlimited power, resting on violence and not on law . . . there is no dictatorship without violence. The economic basis of this revolutionary violence . . ."

(Problems of Leninism: J. Stalin, p. 25, quoting: Lenin: Collected Works, Vol. XXV, pp. 441 and 436, Vol. XIV, p. 30, Russian edition)

"At a certain stage of the development of democracy, it first rallies the proletariat as a revolutionary class against capitalism, and gives it an opportunity to crush, to smash to bits, to wipe off the face of the earth the bourgeois state machinery—even its republican variety; the standing army, the police, and bureaucracy; then it substitutes for all this a *more* democratic, but still a state, machinery in the shape of armed masses of workers which becomes transformed into universal participation of the people in the militia."

(State & Revolution, V. I. Lenin, p. 83)

"The Communist Party of the U. S. A. leads the working class in the fight for the revolutionary overthrow of capitalism, for the establishment of the dictatorship of the proletariat, for the establishment of a Socialist Soviet Republic in the United States."

(Communist Manual on Organization, J. Peters, p. 8)

"In the revolutionary struggle they (bourgeoisie) are smashed and Soviet governments established . . . The building of the Soviets (councils) is begun not after the revolution but before . . . The decisions of the Soviets are enforced by the armed Red Guard

of the workers and peasants and by the direct seizure of the industry through factory committees. The American Soviet Government . . ."

(Toward Soviet America: Wm. Z. Foster, p. 271)

"Local Soviets, the base of the whole Soviet State, will be established in all cities, towns and villages (of America). Citizenship is restricted to those who do useful work, capitalists, landlords, clericals, and other non-producers being disfranchised. The local Soviets (council governments) will be combined by direct representation into county, state and national Soviets. The National Soviet Government, with its capital in Chicago or some other great industrial center . . . The American Soviet Government will join with the other Soviet governments in a world Soviet Union."

(Toward Soviet America: Wm Z. Foster, p. 1)

"The Communist Party is especially proud of the glorious record it has made in pioneering in the struggle for the complete economic, political, and social equality of the Negro people, and for their eventual right of self-determination as a *distinct nation.*"

(Twilight of World Capitalism: Wm. Z. Foster, p. 56)

"All houses and other buildings will be socialized. The great hotels, apartments, city palaces, country homes, country clubs, etc., of the rich will be taken over and utilized by the workers for dwellings, rest homes, children's clubs, sanatoria, etc. The best of the skyscrapers, emptied of their thousand and one brands of parasites, will be used to house the new government institutions, the trade union, cooperatives, Communist Party, etc. The fleets of automobiles, and steam yachts of the rich will be placed at the disposition of the workers' organizations . . . the government will immediately free the poor farmers from the onerous burdens of mortgages and other debts which now hold them in slavery."

(Toward Soviet America: Wm. Z. Foster, p. 281)

"After providing for the emergency defense and provisioning requirements, the first steps of an American Workers' and Farmers' government will be directed towards the revolutionary nationalization or socialization of the large, privately-owned and State capitalist undertakings. In industry, transport and communication this will mean the immediate taking over by the State of all large factories, mines and power plants."

(Toward Soviet America: Wm. Z. Foster, p. 227)

"Together with all municipal and State industries the whole transport services of railroads, waterways, airways, electric car lines, bus lines, etc., the entire communication organization, including telegraphs, telephones, post offices, radio, etc.

"In agriculture, it will involve the early confiscation of the large landed estates, church property, together with their buildings, factories, live stock, forests, mineral deposits, lakes, rivers, etc.

"In finance it will mean the nationalization of the banking system.

"The socialization program will be carried through on the basis of confiscation without remuneration . . ."

(ibid, 278, The U.S.S.A.—Union of the Soviet States of America)

"The American Soviet government will immediately set about liquidating the elaborate network of slavery in which woman is enmeshed. She will be freed economically, politically and socially. The U. S. S. R. shows the general lines along which the emancipation of woman will also proceed in a Soviet America."

(ibid, p. 307)

"The Russian woman's children are recognized as legitimate by the State and society, whether born in official wedlock or not. The Free American woman, like her Russian sister, will eventually scorn the whole fabric of bourgeois sex hypocrisy and prudery. In freeing the woman, Socialism liquidates the drudgery of housework. So important do Communists consider this question that the Communist International deals with it in its world program. In the Soviet Union the attack upon housework slavery is delivered from every possible angle. Great factory kitchens are being set up to prepare . . ."

(ibid, 308)

"The Soviet Court system (in America) will be simple, speedy and direct. The judges, chosen by the corresponding Soviets, will be responsible to them. In the acute stages of the revolutionary struggle, special courts to fight the counter-revolution will probably be necessary. The pest of lawyers will be abolished."

(Toward Soviet America: Wm. Z. Foster — The U.S.S.A., p. 273)

"Science will become materialistic. God will be banished from the laboratories as well as from the schools."

(ibid, p. 317)

"The press, the motion picture, the radio, the theater, will be taken over by the government."

(ibid, p. 317)

"Among the elementary measures the American Soviet government will adopt to further the cultural revolution (in America) are the following: the schools, colleges and universities will be coordinated and grouped under the National Department of Education and its state and local branches. The studies will be revolutionized, being cleansed of religious,

(*Continued on next page*)

Red Climax (*Continued*)

patriotic and other features of the bourgeois ideology. The students will be taught on the basis of Marxian dialectical materialism, internationalism and the general ethics of the new Socialist society.

"The churches will remain free to continue their services, but—their special tax and other privileges will be liquidated. Their buildings will revert to the state. Religious schools will be abolished and organized training for minors will be prohibited.

"Freedom will be established for anti-religious propaganda"

(Toward Soviet America: The U.S.S.A., Wm. Z. Foster, p. 275)

" 'We are living,' Lenin writes, 'not merely in a state, but in a *system of states,* (italics in original) and it is inconceivable that the Soviet Republic should continue to exist for a long period side by side with imperialist states.

" 'Ultimately one or the other must conquer. Meanwhile, a number of terrible clashes between the Soviet Republic and the bougeois states is inevitable.' "

(Collected Works of V. I. Lenin, Vol. XXIV, p. 122 Russian Edition
Also: Problems of Leninism, by J. Stalin, p. 66)

When the Communists take over: "Control will really become universal, general, national; and there will be no way of getting away from it—there will be 'nowhere to go'."

(State and Revolution, V. I. Lenin)

CLIMAX — The Communist oath as administered by Comrade Browder, former Executive of CPA. (Communist Party of America)

"I now take my place in the ranks of the Communist Party, the Party of the working class. I take this solemn oath to give the best that is in me to the service of my class. I pledge myself to spare no effort in uniting the workers in militant struggle against fascism and war. I pledge to work unsparingly in the unions, among the unemployed, to lead the struggles for the daily needs of the masses. I solemnly pledge to take my place in the forefront of the struggle for Negro rights, against Jim-Crowism and lynching, against the chauvinist lies of the ruling class.

"I pledge myself to rally the masses to defend the Soviet Union, the land of victorious Socialism. I pledge myself to remain at all times a vigilant and firm defender of the Leninist line of the Party, the only line that insures the triumph of the Soviet Power in THE UNITED STATES.

(Above oath from: Communist Manual on Organization, J. Peters, p. 104-105)

FINAL — *Statement of *Dimitri Z. Manuilsky, 1931, Lenin University*:

"War to the hilt, between Communism and Capitalism, is inevitable. Today, of course, we are not strong enough to attack. Our time will come in 20 or 30 years (1961). To win, we shall need the element of surprise. The Bourgeoisie will have to be put to sleep. So we shall begin by launching the most spectacular peace movement on record. There will be electrifying overtures and unheard concessions. The Capitalist countries, stupid and decadent, will rejoice to cooperate in their own destruction. They will leap at another chance to be friends.

"As soon as their guard is down we shall smash them with our clenched fist."

* (Manuilsky was President of the U.N. Security Council, 1949)

Industrial Civil Defence in Great Britain (*Continued*)

trol of their own officers, they are not private armies. They are organised and trained on similar lines to their fellow volunteers in the public civil defence services and they are integrated into the national plan for the control of the civil defence forces in war-time. To explain how this is done, it is necessary to give a brief out-line of the national civil defence organisation in Britain.

The country is divided into Civil Defence Regions (Scotland is divided into Zones). At each region there would be, in war-time, a Regional Commissioner who would at need exercise the powers of the central government in his Region. In peace-time each Region has a Regional-Director of Civil Defence who is responsible for the organisation of civil defence in the region.

For the purposes of operational control in war, Regions are divided into Groups (or, in the heavily populated industrial areas, into Sub-regions), Groups and Sub-regions into Areas, Areas into Sub-Areas, and so through Sectors down to Warden Posts, which are the lowest unit of control and have been called the "collective unit of survival."

Controllers have been or are being appointed at all these levels. The forces which would be available would be the Police and Fire Services (augmented by reserve forces), military units, and the Civil Defence Corps, which consists of volunteers raised and trained by the municipal authorities in cities and counties. The Civil Defence Corps is organised in five sections: Headquarters, Warden, Rescue, Ambulance and First Aid and Welfare.

The Headquarters Section is responsible for manning the control centres at the various levels in the chain of control, including some mobile control centres, for providing communications by telephone, field cable and wireless and for reconnaissance and scientific intelligence. The Warden Section consti-

tutes the lowest level of control on the ground and it is to the Wardens that the public would look for guidance during a period of threat of attack, on the approach of danger and after an attack. They would be responsible for reconnaissance of their area and reporting damage, initial first-aid and rescue work, and for helping with the control of the public under fallout.

The Rescue Section is trained in freeing trapped casualties from debris and carries special equipment for this purpose. The Ambulance and First Aid Section would have the task of penetrating into damaged areas to render first-aid to casualties; arranging for the transportation of the seriously injured, by stretcher and ambulances, to Forward Medical Aid Units which would be set up as close as possible to damaged areas; and, with its ambulances, providing transportation to hospitals.

The Welfare Section would be responsible for the care of the homeless in rest centres, for organising emergency feeding and sanitation, for arranging for the home nursing of cases of radiation sickness, and for assisting with the evacuation of areas of high radioactive fallout.

Warning Organization

The United Kingdom Warning and Monitoring Organisation is separate but closely allied; it has two tasks: firstly, to give public warning of impending attack; secondly, in cooperation with the Meteorological Service, to provide an appreciation of the predicted path and likely intensity of fallout, to issue fallout warnings to the public and to give information to the civil defence controllers. Initial fallout predictions would be based on information on the height, time and power of the burst and windspeeds and would indicate the outer limits of fallout. Subsequent predictions would be based on actual measurements of fallout on its arrival.

The Royal Observer Corps, which in the last war proved its worth in giving warning of the approach of enemy aircraft, has now been given the responsibility of monitoring fallout. Royal Observer Corps posts covering the whole country are equipped with instruments for measuring the power and location of bursts and the intensity of fallout. From this information, Scientific Intelligence Officers at the various levels of the national control system would be able to make fallout predictions.

This, then, is the public civil defence organisation into which the Industrial Civil Defence Service must be fitted. It must be linked to the national control system, through which it must obtain information, particularly about the likely path and intensity of fallout, and to which it must make its own reports. It must be able to co-operate with the public civil defence services (Fire, Police, the Civil Defence Corps, the hospital services and military units) and know how they are controlled and organised.

Cannot Operate in Isolation

An industrial unit cannot operate in isolation, concerned only with what may happen in its own plant. It may be affected by fallout from a bomb hundreds of miles away; it may need help from one of the public civil defence services or it may be able to give help elsewhere. If it is to do this it must be integrated into the national control system. Normally an industrial undertaking forms one of the Warden Posts in a Sector of the national organisation, but in areas of dense industrial development the number of undertakings, each with its own control post, makes it necessary to set up co-ordinating control posts between the individual undertakings and the sector control of the national organisation.

If this were not done, the communications system would become clogged and unworkable. In these circumstances a number of undertakings are grouped together and set up an Industrial Group Control Post through which reports are sent to and received from the higher levels of control. The organisation of an Industrial Group should allow for part of the combined resources of the group to be available as reserves for helping any undertaking in the Group which is in need of assistance. On the other hand, there are some industrial undertakings that are so large that they can themselves constitute the next higher level of control—a sector—and can assume responsibility not only for their own premises, but for others, both industrial and residential, in the surrounding area.

It is recognised that the public civil defence services and industrial units should be able to help each other so that the industrial civil defence control officer could call on the local controller of the public services for assistance, and equally the local controller should be able to call on industrial units to help outside the plant. But since the first duty of an industrial unit is towards the premises in which it is formed, it is agreed that an industrial unit should go outside its own premises only in accordance with pre-arranged plans made between the management and the public civil defence services.

Civil Defence Control Officer

At whatever the level at which the industrial civil defence unit fits into the national control system, there will be an industrial civil defence control officer who will be responsible for the control of operations. He may be the executive official who is responsible for civil defence in peace-time, who is known as the Industrial Civil Defence Officer, but preferably he should be the manager of the plant with the Civil Defence Officer acting, so to speak, as his staff officer or aide. This is a matter for managements to decide and take account of in their civil defence plans. He would be responsible not only for such things as deploying his life-saving forces, for deciding when the

(*Continued on next page*)

workers should go to shelter and when they could be released, and generally for civil defence operations in the plant, but also for emergency measures affecting production and the safety of the plant. He would be stationed in the control posts, and managements have been advised to establish suitably protected control posts from which operations could be directed. The control post would be staffed by members of the Headquarters Section of the firm's industrial civil defence unit and it would be convenient, at this point, to examine the organisation of the unit.

Management Responsible

One thing should first be made clear. The industrial civil defence organisation is intended not to supplant but to supplement the normal chain of authority and emergency services in a factory or workplace. Managements are equipped to handle emergencies of many kinds and the men responsible in peace should continue to be responsible in war; but in war the scale of the emergency would be so much greater and would involve hazards not normally encountered in peace, that additional trained help should be available. This is what an industrial civil defence unit is designed to give; the doctor would remain responsible for treating the wounded, but it would have first aid parties trained in the hazards of nuclear war to help him; the maintenance engineer might be best qualified to take charge of rescue work, the chief fire officer of fire-fighting and so on, up to the works manager who should be in general control in war as in peace.

Members of the Industrial Civil Defence Service are organised into sections similar to those of the Civil Defence Corps. There is a Headquarters Section to man the industrial control post and maintain communications with other industrial control posts in the same group and with the national control system. Although industrial undertakings would normally receive their fallout predictions and other scientific intelligence through the national control system, some managements have arranged for one of their staff to be trained as a Scientific Intelligence Officer so that scientific advice can be immediately available in the industrial control post. There are Wardens for reconnaissance, monitoring fallout, for helping with the control of workers under fallout and marshalling them into shelter, and for giving general guidance and leadership to their fellows. A Rescue Section is needed to deal with trapped casualties. It might be some time before the rescue parties from the public services could arrive at a damaged plant; a well-trained and equipped rescue team able to go into action immediately and familiar with the lay-out and construction of the buildings and the special risks they present, could save many valuable lives that would otherwise be lost. For the same reasons there must be a First Aid party. The demands on medical man-power in war would be so great that as many people as possible should have a knowledge of first aid. A new training syllabus is being introduced which includes advanced techniques in first-aid and it is hoped to train members of First Aid Parties to this advanced level.

Welfare Department

Until recently the Welfare Section of the Civil Defence Corps was the only section which did not have a counterpart in the Industrial Civil Defence Service. Most industrial undertakings have a welfare department as a part of their peace-time organisation, and it is thought that these would be capable, with some expansion, of dealing with the problems that might arise in war. The Welfare Section of the Civil Defence Corps has been reorganised to enable it to deal with the tasks of emergency feeding and sanitation and care of the homeless.

It is clear that these tasks would be immense and that managements of industrial undertakings might well be faced with the same kind of problems. Unless workpeople lived so close to their work that they could go home on a precautionary warning of fallout being received, it might well be dangerous to leave the factory. They would then have to take shelter at their place of work until it was safe for them to be released and if they were obliged to stay in a refuge they would be in need of welfare services.

There might also be lightly injured casualties and people suffering from radiation sickness whom welfare workers could care for and free first aid parties for more pressing tasks. In addition an industrial undertaking might have to provide welfare services for the families of their employees or for any other people in the neighbourhood who stood in need of them. The Government has therefore asked managements to review their existing welfare organisations and consider whether a Welfare Section should be added to the firm's industrial civil defence unit.

The members of these sections of the Industrial Civil Defence Service are trained on similar lines to members of the Civil Defence Corps. Instruction may be given by instructors from the Corps, but it is desirable that industry should have its own instructors and the facilities of the national civil defence schools are available for training them. There are some 7,000 fully qualified instructors in the Industrial Civil Defence Service. The training grounds of the municipal authorities are available to industrial undertakings for the training of their volunteers. Members of industrial civil defence units attend courses at the Civil Defence Staff College and special courses for senior executives from industry have been held. The College is also used for conferences of representatives of a particular industry to study the special problems that it presents.

Fire Guard Section

There is one branch of the Industrial Civil Defence Service which does not have its counterpart in the

Civil Defence Corps—the Fire Guard Section. In a nuclear war there would be a vast fire problem. Outside the areas of destruction by blast many thousands of fires would break out. Many would be quite small fires which could easily be put out if the equipment and personnel were available to tackle them in time by people on the spot, before they get a hold and before the arrival of fallout hampers the firefighters' activity.

The Government has therefore given advice to the managements on the fire precautions that should be taken in war and the advance preparations that should be made in peace-time. Managements have been told how to make an assessment on the war-time fire hazards of individual premises and from this assessment can be calculated the number and types of fire appliances that should be available and the number of personnel who should be trained for fire-fighting duties. They have been advised to acquire now a proportion of their war-time requirements of equipment and to train a nucleus of fire-fighting personnel.

The Fire Guard Section of the industrial civil defence unit would man fire points and smaller powered appliances. Larger appliances are manned by works fire brigades. In many cases these are already in existence as part of peace-time fire precautions, but where that is not so, managements may obtain advice from the public fire service authorities on the equipping, training and organisation of a brigade. Advice has also been issued on the precautions that could be taken, if war appeared to be imminent, to reduce the risk of fires from the flash of a nuclear explosion.

Fallout Greatest Problem

The greatest problem that we face is fallout, for if nuclear weapons were used against this country, large areas would be likely to be covered by it. Nevertheless it is a problem against which a good deal can be done. The Government has told managements how to calculate the protective factor of their buildings and asked them to survey them now to find out where their workpeople could congregate to obtain the best protection against radioactivity. They have also been asked to make plans for improving the protection by improvised works in an emergency, and, as has already been mentioned, to consider arrangements for the welfare of their workers if they were confined to a shelter for some days.

It is not pretended that every industrial undertaking in the country has a fully organised industrial civil defence organisation on these lines. The response to the Government's advice has been varied. Nevertheless, 200,000 people form a considerable body of trained man-power and some industrial undertakings have civil defence units which are as efficient and well-trained as any that can be found. Throughout the country industrial units take part in combined exercises with the other civil defence services; they enter, and often win, competitions in rescue, first aid and the other branches of civil defence; they have proved their worth by the assistance they have been able to give at air and rail crashes and other peace-time disasters. They form an organisation which would be capable of saving thousands of lives if the need arose. This is their primary task, to preserve the lives of those engaged in industry—the people with the "know-how"—so that the industrial potential of the country could be restored after an attack.

There would be millions who would survive the attack but who would be in danger of death from fire, exposure, starvation, fallout or lack of medical attention. These lives cannot be saved by improvisation alone. The tasks of fire-fighting, rescue, first-aid, and control of people under fallout can only be carried out by a body of men and women who know what has to be done and have been trained to do it. It is this that the Industrial Civil Defence Service aims to provide.

ABOUT THE AUTHOR

Mr Robin North is an Assistant Secretary of the Home Office in charge of the division responsible, amongst other things, for civil defence in industry and commerce for Great Britain. He had operational civil defence experience in London during World War II, and subsequently served in other Home Office divisions before resuming his interest in civil defence some years ago. In June, 1960, he attended the OCDM Staff College Course in Industry Defense and Mobilization and served as a guest lecturer. The "Home Office" is the national headquarters for civil defence in Great Britain.

Public Relations (Continued)

Security Officer. All members are urged to contribute short article or feature stories concerning specific problems they have encountered and solved. Editorial inquiries we have received indicate there is a growing interest in the problems of Industrial Security. Most of the requests for articles at this time are directed towards obtaining information on specific problem areas such as pilferage control, effectiveness of electronic devices, employee control and determining security cost factors. A review of various periodical indexes indicates there is precious little information published concerning Industrial Security that does not originate from non-professional sources. It is the avowed purpose of your Public Relations Committee to correct this state of affairs. There is a great deal that needs to be said on the subject of Industrial Security and ASIS is the logical organization to say it.

RELEASE WIDELY PUBLISHED

For your information we are reprinting the news release which was sent to a selected list of 500 business magazines, newspapers, and news syndicates. This release was widely published as a short feature story concerning the value of good security practices.

(Continued on next page)

In addition, an offer on the part of ASIS to prepare a specially written article on security was included at the end of the release in a "Memo to Editors."

We are pleased to report that many of the editors have written to ASIS' Washington office, requesting such a specially written article for their magazine. By responding to these requests ASIS obtains wider recognition and prestige in the security field while at the same time performing a public service.

WE NEED YOUR HELP

Right now, we would like to ask our members for interesting information, good glossy photographs (suitable for magazine reproduction) illustrating various phases of security, and case histories of good security practices, including articles previously published. The more useable material we can get, the better articles and press releases we can prepare. Here is a chance for each one of us to contribute materially to the advancement of our profession. Some of the articles requested by editors will eventually reach hundreds of key personnel in a broad cross-section of American industry.

As you read the press release, and the letters received from editors in response to it, please try to think of ways in which YOU can contribute worthwhile ideas, photographs and other material which will help in answering these requests.

There is a special, extra "bonus" to all of this activity, too. Much of the material developed will be helpful in preparing good stories and articles for *Industrial Security Magazine.*

Here, then, is our press release:

Hundreds of Millions Lost to U. S. Firms Because of Poor Security Practices, Declares American Society for Industrial Security:

Poor security practices are costing American companies hundreds of millions of dollars annually in losses through pilferage, in the employment of undesirables predestined to failure on the job, in the loss of company secrets and invaluable know-how—and in numerous other ways.

That is the conclusion of the American Society for Industrial Security, a nonprofit professional association whose membership is mainly comprised of Security Personnel of top U. S. companies engaged in both defense work and non-defense work. Many important security officials in government and the armed forces are also members.

A survey, "New Trends in Industrial Security," undertaken among representative members of the American Society for Industrial Security, indicates that some companies "have not kept pace with the giant strides made by the security profession in the years since World War II."

In summarizing the conclusions of the American Society for Industrial Security, President John L. Buckley, Security Director of United Technology Corporation, Sunnyvale, California, declares that the new methods and equipment developed to protect vital defense industries from espionage and sabotage can serve to protect all segments of the business community.

"A one per cent loss in gross annual sales through theft or pilferage means a six per cent loss in net profits, and some experts estimate this 'shrinkage' may be as high as three to five per cent," said Mr. Buckley.

Pilferage and industrial thievery alone are "a billion dollar annual business. The yearly toll of thieves, shoplifters and pilferers is staggering," Mr. Buckley declared. "It is assuming the proportions of a national plague. The security head of one large retail firm—which had an extensive security program—tells me that his company loses perhaps a quarter of a million dollars a year in stolen and pilfered items. Think what such losses run to in companies which have no security program."

"The American Society for Industrial Security has actively encouraged the development of closed circuit television and a whole host of advanced electronic detection systems to achieve better security at reduced cost," according to Mr. Buckley. "The use of modern training methods and mobile equipment have attracted alert and career-minded young men to the profession, which once depended exclusively on the untrained gateman, night watchman and floorwalker."

Another area where "lack of security consciousness" exacts a heavy toll, according to the American Society for Industrial Security, is in the failure to sufficiently check the backgrounds of applicants for employment.

"All too often troublemakers, incompetents, persons with known criminal records, sex deviates, persons with bad employment records, and others almost invariably destined to be job failures are hired into sensitive positions requiring trust and confidence with only a minimum of reference checks," Mr. Buckley said. "It is far less costly in time, money and trouble to thoroughly screen job applicants than it is to repair the damage they cause when placed in such sensitive positions."

"Pre-employment screening of applicants by the Security department is paying important dividends in companies where it is currently being done, by eliminating the trouble at its source—the dishonest employee," said Mr. Buckley.

" 'New trends in Industrial Security' indicates that, although the role of security in industry is associated with protecting classified information on government contracts, guarding 'private matters of a confidential nature'—business and competitive secrets—is also an important function of many companies' industrial security departments.

"Government, industry and the public—all have a vital stake in better security," Mr. Buckley said. "Thievery, pilferage and dishonesty constitute a tax of perhaps three to five per cent on almost everything made or sold. It is the honest who pay to make up the depredations of the dishonest. Better security could cut this enormous loss."

(MEMO TO EDITORS: As a public service, the American Society for Industrial Security, whose 2,200 members are among the foremost in the security field, will be issuing a series of press releases on various phases of industrial security.

This is strictly an educational project on the part of the Society. It has absolutely no products to sell, no axes of any kind to grind. No company names of any kind are mentioned in articles or pictures.

Space in press releases is necessarily limited. If you would like to consider a full-length article, written *exclusively* for your publication and its readership and illustrated by glossy pictures, the Society will be glad to undertake the preparation of such an article without charge or obligation. Please address requests to Brig. Gen. W. L. Fagg, USAF (Ret.), Executive Director, American Society for Industrial Security, Suite 431, Investment Building, Washington 5, D. C.

Requests will be filled on a "first come, first served" basis, to the limit of our ability to handle them. Thank you.)

P.S. If you use anything on this release, we would much appreciate a tear sheet.

EDITORS' RESPONSE ENCOURAGING

The editorial response to ASIS' initial news story has been very gratifying. Take, for instance, the request by Mr. Edward M. Ryan, editor of the influential *Dartnell Management Publications,* who requested an illustrated article on plant security practices. *Dartnell Management Publications,* incidentally, are distributed to 8,500 Presidents, Vice Presidents, General Managers, Personnel Directors, and other key executives. Here is a chance, in one article, to tell ASIS' security story to an influential group in their own publication.

Consider, too, the letter of W. E. Poole, Editor of *Plant Management and Engineering,* a Hitchcock publication, which also has a wide distribution.

Here is what Mr. Poole wrote in response to our press release: "Thank you very much for your recent news release regarding poor security practices of many U. S. industrial firms.

"We would be very much interested in a feature article on this subject with emphasis given to two points—the tremendous loss encountered by industry and secondly, the development and use of advanced electronic detection systems.

"It will be helpful for you to know that our publacation is directed to industry's management-engineering team responsible for the development and modernization of plant structures and facilities. The subject of plant security certainly falls into this area. . . .

"We greatly appreciate your offer of supplying additional information on this important subject and we'll be looking forward to hearing from you."

INSURANCE MAGAZINE ASKS ARTICLE

Mr. Thomas J. Lewis, Editor of an important insurance magazine, writes:

"We believe the readers of *Best's Insurance News* would be interested in reading a feature article prepared by the American Society for Industrial Security. If possible, illustrations in articles should be drawn from actual insurance company experience . . .

"Thank you for making this material available to us and for your interests in Best's Insurance News."

Mr. Carl G. Wyder, Senior Editor of *Factory* Magazine, a McGraw Hill publication and one of the larger business magazines in the country, circulation more than 70,000 readers, mostly Plant Managers and General Foremen, has written to request a six page article on industrial security. This magazine covers a broad spectrum of American industry.

REQUESTS FOR ARTICLES FROM MANY OTHER EDITORS

Requests from editors representing a cross-section of American industry have been received. All ask for stor-

(*Continued on next page*)

SECURITY THRU ENTRANCE AND AREA CONTROL

by using

ELECTRO-MAGNETIC SECURITY SCANNER

on

Any Door - Gate - Entrance - Exit

for

24-hour CONTROL of *Reserved Areas - Restricted Areas - Dangerous Areas -* and other *Exclusive Areas.*

* SPEEDS CLEARANCE
* ADDS CONVENIENCE
* HELPS GUARDS GUARD
* REDUCES NO. GUARDS
* CUTS COST
* LIFETIME GUARANTEE

write

CARD-KEY SYSTEM, INC.

BURBANK, CALIFORNIA

since 1946

ies on industrial security. Among them are: Edmund C. Berkeley, Editor, *Computers and Automation;* George Hart, Editor, *Pacific Factory;* William B. Whitney, Managing Editor, *Tire and Tube Review;* B. H. Hellerup, Editor, *Resale;* Dickson Ash, Editor, *Office Executive;* P. Peter Kovatis, Editor, *Plating Management* (official publication of the National Association of Metal Finishers); Edward Ford, Editor, *Motor* Magazine; Donald E. Wood, Editor, *Automatic Machining;* James Gorman, Managing Editor, *The Office;* Miriam Goldfine, Employee Relations Editor, *National Foremen's Institute;* and Roger W. Smith, Editorial Director, *America's Textile Reporter.*

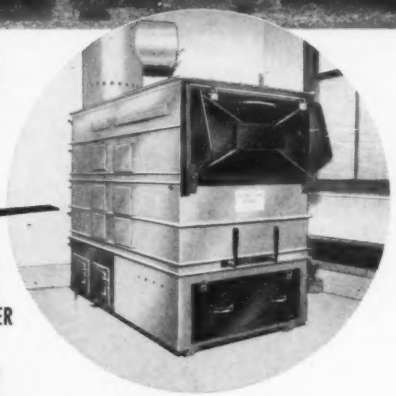
OUTSTANDING OPPORTUNITY

Your Officers and Board of Directors believe this editorial response indicates there is intense and growing interest on the part of the nation's business editors for information on the subject of industrial security. They have given us the opportunity to tell the industrial security story to their thousands of influential readers in their own trade publications. Now we've got the ball—and it's up to us to run with it. Your Officers, The Washington Staff, and our Public Relations Committee and David Heller, ASIS Public Relations Counsel, are hard at work at filling these editorial requests.

But we could use some help from YOU. How about sending us whatever information and photographs you have that would be helpful in telling the security story?

We believe these articles will serve a worthwhile purpose by establishing ASIS as the authority in the field of industrial security. We want people to think automatically of the American Society for Industrial Security when industrial security comes to mind. We believe this will be a source of increased prestige—and help insure a better future—for every member of ASIS.

THIS



SILENT GLOW
CONFIDENTIAL
PAPER DESTROYER

is indispensable

to proper industrial security

...because it operates without

ANY main source of power

ON-THE-PREMISES SECURITY

BULK LOADING

COMPLETE DESTRUCTION

Precisely because this full security Confidential Paper Destroyer needs no auxiliary fuel and operates independent of **any** main source of power, it's the only way to ensure positive destruction of paper material in a disaster that affects security.

This Silent Glow unit's unique process of triple chamber hydroxylative combustion reduces the toughest cardboard and paper material to an unphotographical snow white ash! Foolproof security is ensured by dual heavy-duty locks, each of which requires a different key. Installation can be indoors or out, without nuisance of smoke, odor, fly-ash. Loading is fast and easy—material can be bundled and packaged with no loss of effectiveness in burning.

This unit has proved its value in installations throughout the world . . . atomic energy plants . . . military stations . . . foreign embassies, banks, and security-wise companies.

Several models available. Write for complete information and a list of noted users.

The **SILENT GLOW**
CORPORATION
870 WINDSOR STREET, HARTFORD 1, CONNECTICUT

Detail from Michelangelo's *Moses*

"Trifles make perfection—

(Michelangelo, 1475-1564)

and perfection is no trifle."

—trifles make for realistic plant security, too.

When life, property and profits are at stake, dependable protection against fire, burglary and other hazards requires constant attention to a multitude of details.

Round-the-clock reliability of ADT service is due to painstaking concern for trifles — in design, manufacture, installation, maintenance and, above all, *split-second readiness* to detect trouble and give the alarm.

Proof of dependability is the fact that ADT helps safeguard 55 billion dollars' worth of commercial and industrial properties—and protects more than 70,000 service subscribers in 2600 municipalities across the nation.

For facts on plant security that you can always depend upon, call an ADT security specialist, listed in your phone book. Or write our executive office for booklet (Canada and U.S. only).

AMERICAN DISTRICT TELEGRAPH COMPANY

Executive Office: 155 Sixth Avenue, New York 13, N. Y.

A NATIONWIDE ORGANIZATION

ADT

GLOBE

Security Systems Inc.

Est. 1913

OFFERING

- Industrial Plant Protection
- Uniformed Guards
- Undercover Operations
- Commercial Investigators
- Security Patrol
- Polygraph (Lie Detection) Services
- Electronic Devices for Security

Executive Offices
Globe Building
2011 Walnut St., Phila. 3, Penna.
Offices Coast to Coast

AN AFFILIATE: **PLANT SECURITY INCORPORATED**
1346 Connecticut Ave., N.W., Washington, D. C.